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Proposed programme budget for the biennium 2012-2013*

Part I
Overall policymaking, direction and coordination

Section 1
Overall policymaking, direction and coordination

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* A summary of the approved programme budget will subsequently be issued in final form as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

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Overview

1.1 Provision is made under subsection A below for the General Assembly, including travel for up to five representatives of Member States that are least developed countries to sessions of the Assembly, the requirements of the Presidents of the Assembly and backstopping to be provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly. Provision is also made for the subsidiary organs of the Assembly whose terms of reference involve matters of general application to the activities of the Organization as a whole, namely, the Advisory Committee on Administrative and Budgetary Questions (including its secretariat), the Committee on Contributions, the Board of Auditors (including its secretariat), United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund, the Committee for Programme and Coordination and the Independent Audit Advisory Committee.

1.2 The requirements directly attributable to the Secretary-General are set out in subsection B.

1.3 In subsection C, provision is made for the overall executive direction and management of the Organization, namely, the Executive Office of the Secretary-General, the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi. The provisions relating to the United Nations Office to the African Union are reflected under section 3, Political affairs. Provision is also made for the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict.

1.4 Provisions for the Office of the United Nations Ombudsman and Mediation Services, the Office of Administration of Justice, the Ethics Office and the Rule of Law Unit are reflected under subsections D to G, respectively.

Table 1.1 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Other assessed*	*Extrabudgetary*
A. Policymaking organs			
1. General Assembly	4.6	—	—
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	7.9	2.1	—
3. Committee on Contributions	0.5	—	—
4. United Nations Board of Auditors (including its secretariat)	6.3	45.5	30.7
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	13.6	—	18.9
6. Committee for Programme and Coordination	0.7	—	—
7. United Nations Administrative Tribunal (including its secretariat)	—	—	—
8. Independent Audit Advisory Committee	1.0	—	—
Subtotal A	**34.6**	**47.6**	**49.6**
B. Secretary-General	2.3	—	—
C. Executive direction and management			
1. Executive Office of the Secretary-General	22.7	14.0	43.9
2. Office of the Director-General, United Nations Office at Geneva	5.9	—	1.5
3. Office of the Director-General, United Nations Office at Vienna	2.4	—	—
4. Office of the Director-General, United Nations Office at Nairobi	1.5	—	—
5. United Nations Office to the African Union	—	—	—
6. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	3.6	—	1.2

Component	*Regular budget*	*Other assessed*	*Extrabudgetary*
7. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	3.2		2.1
Subtotal C	**39.3**	**14.0**	**48.7**
D. Office of the United Nations Ombudsman and Mediation Services	6.2	18.7	
E. Office of Administration of Justice	12.2		
F. Ethics Office	3.8	19.7	
G. Rule of Law Unit	1.6		1.7
Total	**100.0**	**100.0**	**100.0**

1.5 The estimated increase in regular budgetary resources would amount to 2.6 per cent at 2010-2011 rates.

Table 1.2 **Requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
A. Policymaking organs	34 294.7	34 692.0	903.3	2.6	35 595.3	1 151.3	36 746.6
B. Secretary-General	2 418.9	2 324.7			2 324.7	83.8	2 408.5
C. Executive direction and management	39 476.6	38 684.2	1 702.3	4.4	40 386.5	687.2	41 073.7
D. Office of the United Nations Ombudsman and Mediation Services	2 979.6	6 398.4			6 398.4	138.2	6 536.6
E. Office of Administration of Justice	6 501.9	13 252.9	(686.1)	(5.2)	12 566.8	303.6	12 870.4
F. Ethics Office	2 963.2	3 312.6	590.8	17.8	3 903.4	58.2	3 961.6
G. Rule of Law Unit	173.7	1 534.8	102.9	6.7	1 637.7	(0.6)	1 637.1
Total	**88 808.5**	**100 199.6**	**2 613.2**	**2.6**	**102 812.8**	**2 421.7**	**105 234.5**

(2) *Other assessed*

	2008-2009 expenditure	*2010-2011 appropriation*	*2012-2013 estimate*
A. Policymaking organs	5 804.6	6 641.8	7 745.1
B. Secretary-General			
C. Executive direction and management	2 385.8	2 059.9	2 270.3
D. Office of the United Nations Ombudsman and Mediation Services	1 087.5	3 050.2	3 031.0
E. Office of Administration of Justice			
F. Ethics Office	2 207.1	2 561.5	3 202.2
G. Rule of Law Unit			
Subtotal	**11 485.0**	**14 313.4**	**16 248.6**

(3) *Extrabudgetary*

	2008-2009 expenditure	*2010-2011 estimate*	*2012-2013 estimate*
A. Policymaking organs	16 112.0	17 840.2	21 210.2
B. Secretary-General	—	—	—
C. Executive direction and management	17 346.4	25 861.5	20 790.2
D. Office of the United Nations Ombudsman and Mediation Services	—	—	—
E. Office of Administration of Justice	—	46.0	—
F. Ethics Office	—	—	—
G. Rule of Law Unit	333.0	842.1	746.5
Subtotal	**33 791.4**	**44 589.8**	**42 746.9**
Total (1), (2) and (3)	**134 084.9**	**159 102.8**	**164 230.0**

Table 1.3 **Post requirements**

	Established regular budget posts		*Temporary posts*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*
Professional and above										
Deputy Secretary-General	1	1	—	—	—	—	—	—	1	1
Under-Secretary-General	4	4	1	1	—	—	—	—	5	5
Assistant Secretary-General	2	2	—	—	—	—	—	—	2	2
D-2	8	8	—	—	—	—	1	1	9	9
D-1	14	15	—	—	1	1	1	1	16	17
P-5	32	31	1	1	5	5	2	2	40	39
P-4/3	44	44	5	5	2	2	8	8	59	59
P-2/1	6	6	—	—	—	—	2	2	8	8
Subtotal	**111**	**111**	**7**	**7**	**8**	**8**	**14**	**14**	**140**	**140**
General Service										
Principal level	10	10	1	1	—	—	—	—	11	11
Other level	79	77	2	2	2	2	7	7	90	88
Subtotal	**89**	**87**	**3**	**3**	**2**	**2**	**7**	**7**	**101**	**99**
Other										
Local level	6	6	—	—	2	2	—	—	8	8
Subtotal	**6**	**6**	**—**	**—**	**2**	**2**	**—**	**—**	**8**	**8**
Total	**206**	**204**	**10**	**10**	**12**	**12**	**21**	**21**	**249**	**247**

A. Policymaking organs

1.6 This subsection covers the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the United Nations Board of Auditors, the United Nations Joint Staff Pension Fund (United Nations share), the Committee for Programme and Coordination, and the Independent Audit Advisory Committee.

Table 1.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
1. General Assembly							
(a) Travel of representatives	2 572.4	2 163.4	—	—	2 163.4	79.6	2 243.0
(b) Presidents of the General Assembly	572.1	596.3	—	—	596.3	21.9	618.2
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	2 000.7	1 948.6	—	—	1 948.6	71.8	2 020.4
2. Advisory Committee on Administrative and Budgetary Questions	7 534.0	8 175.0	(22.1)	(0.3)	8 152.9	189.1	8 342.0
3. Committee on Contributions	628.4	539.1	—	—	539.1	19.9	559.0
4. United Nations Board of Auditors	5 692.8	5 554.0	925.4	16.7	6 479.4	207.5	6 686.9
5. United Nations Joint Staff Pension Board	11 716.7	14 013.3	—	—	14 013.3	516.7	14 530.0
6. Committee for Programme and Coordination	722.4	711.4	—	—	711.4	24.9	736.3
7. United Nations Administrative Tribunal (including its secretariat)[a]	1 989.3	—	—	—	—	—	—
8. Independent Audit Advisory Committee	865.8	990.9	—	—	990.9	19.9	1 010.8
Subtotal	**34 294.7**	**34 692.0**	**903.3**	**2.6**	**35 595.3**	**1 151.3**	**36 746.6**

[a] In accordance with General Assembly resolutions 62/228 and 63/253, the United Nations Administrative Tribunal was abolished as of 31 December 2009 and therefore only the expenditures for the biennium 2008-2009 are reflected in the table.

(2) *Other assessed*

	2008-2009 expenditure	*2010-2011 estimate*	*2012-2013 estimate*
Subtotal	**5 804.6**	**6 641.8**	**7 745.1**

(3) *Extrabudgetary*

	2008-2009 expenditure	*2010-2011 estimate*	*2012-2013 estimate*
Subtotal	**16 112.0**	**17 840.2**	**21 210.2**
Total (1), (2) and (3)	**56 211.3**	**59 174.0**	**65 701.9**

Table 1.5 **Post requirements**

	Established regular budget posts		*Temporary posts*					
			Regular budget		*Extrabudgetary*		*Total*	
Category	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*
Professional and above								
D-2	1	1	—	—	—	—	1	1
D-1	2	2	—	—	—	—	2	2
P-5	3	3	—	—	—	—	3	3
P-4/3	4	4	—	—	—	—	4	4
Subtotal	**10**	**10**	**—**	**—**	**—**	**—**	**10**	**10**
General Service								
Principal level	1	1	—	—	—	—	1	1
Other level	9	9	—	—	1	1	10	10
Subtotal	**10**	**10**	**—**	**—**	**1**	**1**	**11**	**11**
Total	**20**	**20**	**—**	**—**	**1**	**1**	**21**	**21**

1. General Assembly

(a) Travel of representatives of Member States that are least developed countries

Resource requirements (before recosting): $2,163,400

1.7 In accordance with General Assembly resolutions 1798 (XVII) and 41/213, up to five representatives of each of the 49 Member States that are least developed countries are entitled to have travel but not subsistence paid by the Organization when attending a regular session of the Assembly, and one representative or alternate representative is entitled to travel expenses incurred to attend a special or emergency session of the Assembly.

Table 1.6 **Resource requirements: travel of representatives of Member States that are least developed countries**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Non-post	2 163.4	2 163.4		
Total	**2 163.4**	**2 163.4**	**—**	**—**

1.8 The provision of $2,163,400 relates to travel to the sixty-seventh and sixty-eighth sessions of the Assembly. As there is no resolution calling for either a special or an emergency session, no provision has been made for that purpose.

(b) Presidents of the General Assembly

Resource requirements (before recosting): $596,300

1.9 The General Assembly, in its resolution 52/220, approved the proposal of the Secretary-General to include a sum of $250,000 in the budget for each year of the biennium to supplement the level of support provided to the President of the General Assembly (A/52/303, para. 1B.10). In the same resolution, the Assembly decided that the resources for the Office of the President of the General Assembly should be presented on an object-of-expenditure basis, starting with the biennium 1998-1999, and approved the proposal of the Secretary-General regarding the level of resources for that biennium. In its resolution 53/214, the Assembly requested the Secretary-General to enhance the Office of the President by taking all steps necessary to ensure the full implementation of his proposal to supplement the support of the Office and decided that the President of the Assembly, consistent with the approved programme budget, should have full authority to use funds provided in the budget for the Office, including hospitality, travel and any other expenditures required to carry out official responsibilities.

1.10 In its resolution 54/249, the General Assembly concurred with the observation of the Advisory Committee on Administrative and Budgetary Questions on the need to ensure that the Office of the President of the General Assembly was provided with adequate resources and decided that, in the interest of clarity and transparency, the resources proposed for support of the President should be presented separately from the estimates for the travel of representatives of least developed countries to sessions of the Assembly. In the same resolution, the Assembly decided that the resources for the Office of the President should be allocated between the Presidents of the sessions of the Assembly to which they relate so as to ensure their equitable provision.

Table 1.7 **Resource requirements: Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Non-post	596.3	596.3	—	—
Total	**596.3**	**596.3**	—	—

1.11 The provision of $596,300 relates to resources to be allocated, in line with General Assembly resolution 54/249, for the exclusive use and at the discretion of the Presidents of the General Assembly at its resumed sixty-sixth session ($200,200), its sixty-seventh regular and resumed sessions ($296,900) and its sixty-eighth regular session ($99,200). The funds will be made available to the Presidents of the Assembly, in accordance with the provisions of resolution 53/214, for the accomplishment of official responsibilities.

(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly

Resource requirements (before recosting): $1,948,600

1.12 Pursuant to General Assembly resolutions 58/126 and 59/313, provision is made for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly.

Table 1.8 **Resource requirements: Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Non-post	1 948.6	1 948.6		
Total	**1 948.6**	**1 948.6**	—	—

1.13 The amount of $1,948,600 provides for general temporary assistance ($1,943,300) and overtime ($5,300) for support of the Presidents of the General Assembly.

2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)

Resource requirements (before recosting): $8,152,900

1.14 The Advisory Committee on Administrative and Budgetary Questions, a subsidiary organ of the General Assembly, consists of 16 members appointed by the Assembly in their individual capacity. The functions and responsibilities of the Advisory Committee, as well as its composition, are governed by the provisions of Assembly resolution 14 (I) and rules 155 to 157 of the rules of procedure of the Assembly. The budgetary resources under this heading cover the payment of the travel and subsistence expenses of the Chair and members of the Committee for attendance at its sessions in accordance with the provisions of Assembly resolutions 1798 (XVII), 32/198, 41/176, 42/214, 42/225, section VI, and 47/219 A, section XV. The conditions of service and compensation of the Chair of the Advisory Committee have been determined in accordance with resolutions 35/221, 40/256, 45/249, 55/238, 58/266 and 65/268, and include the Organization's related contribution to the United Nations Joint Staff Pension Fund pursuant to resolution 37/131.

1.15 Included in the estimates is the secretariat of the Advisory Committee.

Table 1.9 **Resource requirements: Advisory Committee on Administrative and Budgetary Questions**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	3 575.8	3 575.8	12	12
Non-post	4 599.2	4 577.1		
Subtotal	**8 175.0**	**8 152.9**	**12**	**12**

Category	Resources (thousands of United States dollars) 2010-2011	2012-2013 (before recosting)	Posts 2010-2011	2012-2013
B. Other assessed	173.9	347.8		
Total	**8 348.9**	**8 800.7**	**12**	**12**

1.16 The amount of $8,152,900 provides for: (a) the travel and subsistence allowance of expert members of the Advisory Committee who are non-residents of New York for meetings held at Headquarters, as well as travel and subsistence for meetings held away from Headquarters; (b) the travel and subsistence allowance for substantive staff servicing meetings of the Advisory Committee away from Headquarters; (c) the non-staff compensation of the Chair; (d) the salaries and common staff costs of the Advisory Committee's secretariat, comprising 12 posts (1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 General Service (Principal level) and 4 General Service (Other level)); and (e) non-post costs, such as overtime, general operating expenses, supplies and materials, and furniture and equipment.

1.17 The decrease of $22,100 under non-post resources is mainly attributable to reduced requirements for data-processing services based on actual usage.

1.18 Resources from the support account for peacekeeping operations will provide additional support to the secretariat of the Advisory Committee.

3. Committee on Contributions

Resource requirements (before recosting): $539,100

1.19 The Committee on Contributions is a subsidiary organ of the General Assembly consisting of 18 members appointed by the Assembly in their individual capacity. The responsibilities of the Committee, its nature and composition and the terms of appointment of its members are governed by the provisions of Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly. The Committee advises the Assembly on the apportionment of the expenses of the Organization among its Members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. It also advises the Assembly on the assessments to be fixed for new Members, on appeals by Members for a change of assessment, on action to be taken if Members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter.

Table 1.10 **Resource requirements: Committee on Contributions**

Category	Resources (thousands of United States dollars) 2010-2011	2012-2013 (before recosting)	Posts 2010-2011	2012-2013
Non-post	539.1	539.1		
Total	**539.1**	**539.1**	—	—

1.20 The amount of $539,100 covers the payment of travel and subsistence allowance of the members of the Committee in accordance with the provisions of General Assembly resolutions 1798 (XVII) and 45/248.

4. United Nations Board of Auditors (including its secretariat)

Resource requirements (before recosting): $6,479,400

1.21 The Board of Auditors, which was established by the General Assembly in its resolution 74 (I), as amended by its resolution 55/248, consists of the Auditors-General (or officers holding the equivalent title) of three Member States appointed by the Assembly subject to the terms and conditions set out in regulations 7.1 to 7.3 of the Financial Regulations and Rules of the United Nations. The Board audits the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits reports on those audits to the Assembly for its consideration. The main terms of reference of the Board are set out in regulations 7.4 to 7.12 and are elaborated upon further in the annex to the Financial Regulations. The Board, in addition to expressing an opinion on the financial statements, is required to make observations with respect to the efficiency of financial procedures, the accounting system, the internal financial controls and, in general, the administration and management of the United Nations.

1.22 Coordination with other audit activities in the United Nations system is ensured through the Panel of External Auditors, established by the General Assembly in its resolution 1438 (XIV), consisting of the members of the Board of Auditors and the appointed external auditors of the specialized agencies and of the International Atomic Energy Agency. The Board also coordinates its work with the Joint Inspection Unit and the internal audit services of the United Nations and its funds and programmes.

1.23 The secretariat of the Board provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities. In addition, the secretariat of the Board makes arrangements for holding two sessions of the Board, one session of the Panel and one session of the Technical Group each year; develops the working papers and prepares reports in respect of items on the agenda of the sessions; prepares summary records of the meetings of the Board, the Panel, its Technical Group and the Audit Operations Committee; and provides liaison between those organs and other United Nations bodies.

1.24 On the basis of past experience, the Board anticipates that during the biennium it will submit some 41 reports to the legislative bodies and others, as well as approximately 157 management letters.

Table 1.11 **Resource requirements: United Nations Board of Auditors**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	1 343.0	1 343.0	6	6
Non-post	4 211.0	5 136.4	—	—
Subtotal	**5 554.0**	**6 479.4**	**6**	**6**
B. Other assessed	6 467.9	7 397.3	—	—
C. Extrabudgetary	10 027.8	13 110.0	1	1
Total	**22 049.7**	**26 986.7**	**7**	**7**

1.25 The amount of $6,479,400 provides for: (a) the regular budget share of audit fees to be paid to the members of the Board; (b) the costs associated with their attendance at meetings of the Board and of the Panel of External Auditors; (c) the continuation of six posts (1 D-1, 1 P-3 and 4 General Service (Other level)) for the secretariat of the Board; and (d) related operational costs. The net increase of $925,400 under non-post resources relates to the higher audit costs and annual costs associated with the services provided by the Office of Information and Communications Technology for the maintenance of data-processing equipment, partially offset by reduced requirements for cost of communications and office automation equipment.

1.26 Resources from peacekeeping operations and extrabudgetary resources relate to external audit fees paid directly from the respective budgets of other United Nations programmes and affiliated bodies and from ongoing peacekeeping missions as well as missions in liquidation, and direct charges to trust funds and technical cooperation projects.

5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)

Resource requirements (before recosting): $14,013,300

1.27 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations and rules adopted by the Assembly, the Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Board and each such committee. The Board has established a Standing Committee with the power to act on its behalf when it is not in session. In accordance with the request made by the Assembly at its forty-sixth session that its subsidiary bodies adjust their programmes of work to conform to the biennial programme of work of the Fifth Committee, there has been a long-standing pattern of meeting in New York during odd-numbered years and meeting in other locations during even-numbered years. However, due to the ongoing construction under the capital master plan at Headquarters, the Board decided to hold its meetings away from New York beginning with 2009 until the completion of construction. The venue for the 2012 and the 2013 meetings has yet to be decided upon. The Assembly exercises legislative authority on behalf of all participating organizations.

1.28 The expenses incurred by a staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, since the central secretariat of the Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the United Nations Joint Staff Pension Board. For those services, the United Nations reimburses the Fund in accordance with arrangements agreed upon by the two parties. The United Nations provides other services to the Fund, free of charge, such as staff payroll processing and training, personnel and procurement functions and other miscellaneous services, as required.

Table 1.12 **Resource requirements: United Nations Joint Staff Pension Board**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Non-post	14 013.3	14 013.3	—	—
Subtotal	**14 013.3**	**14 013.3**	—	—
B. Extrabudgetary	7 812.4	8 100.2	—	—
Total	**21 825.7**	**22 113.5**	—	—

1.29 The amount of $14,013,300 represents: (a) the cost of travel of representatives of the United Nations to meetings of the United Nations Joint Staff Pension Board ($244,500) and (b) the regular budget share of the cost of the central secretariat of the Fund ($13,768,800). The total amount to be reimbursed by the United Nations for the central secretariat of the Fund, estimated at $21,581,200 (before recosting), is based on one third of the administrative budget of the Fund. Furthermore, in accordance with existing arrangements, an estimated 63.8 per cent of the costs to be borne by the United Nations will be covered by the regular budget, with the balance to be reimbursed by the funds and programmes.

1.30 The estimates for the biennium 2012-2013 are based on the report of the Pension Board (A/65/9) to the General Assembly, as amended in line with the recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/65/567) and as approved by the Assembly in its resolution 65/249.

1.31 The share of the funds and programmes in the costs to be borne by the United Nations is reflected under extrabudgetary resources.

1.32 At the time the present report was prepared, the proposed budget of the United Nations Joint Staff Pension Fund for the biennium 2012-2013 had not been finalized. The estimates will therefore be subject to further revision in accordance with the administrative budget of the Fund for the biennium 2012-2013 and action taken by the General Assembly at its sixty-sixth session on the basis of such recommendations as the Pension Board may make in 2011 with respect to that budget. A statement of administrative and financial implications would be submitted to the Assembly at its sixty-sixth session should the Pension Board's recommendations involve expenditures different from those estimated here.

6. Committee for Programme and Coordination

Resource requirements (before recosting): $711,400

1.33 In its decision 42/450, the General Assembly decided that the Committee for Programme and Coordination should be composed of 34 States Members of the United Nations, elected for a three-year term on the basis of equitable geographical distribution. In paragraph 12 of its resolution 31/93, the Assembly authorized the payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee as a special exception to the basic principles contained in paragraph 2 of resolution 1798 (XVII). This arrangement was approved for an experimental period beginning in 1978 and was to have been reviewed by the Assembly at its thirty-fourth session. It has been assumed that, for the

purpose of these budget estimates, the duration of the Committee's sessions will remain six weeks in the off-budget year and four weeks in the budget year.

Table 1.13 **Resource requirements: Committee on for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Non-post	711.4	711.4		
Total	**711.4**	**711.4**	—	—

1.34 The amount of $711,400 would provide for the continuation of the arrangements called for by the General Assembly in the resolutions mentioned above.

7. United Nations Administrative Tribunal (including its secretariat)

1.35 Pursuant to General Assembly resolutions 62/228 and 63/253, the United Nations Administrative Tribunal was abolished as of 31 December 2009. Accordingly, only the expenditures related to the secretariat of the Tribunal for the biennium 2008-2009 have been included here.

8. Independent Audit Advisory Committee

Resource requirements (before recosting): $990,900

1.36 The General Assembly, by its resolution 60/248, established the Independent Audit Advisory Committee to serve in an expert advisory capacity and assist it in fulfilling its oversight responsibilities. By its resolution 61/275, the Assembly approved the terms of reference for the Committee, as well as the criteria for membership that stipulated that the Committee should comprise five members appointed by the Assembly with due regard to equitable geographical representation, who are independent of their Governments, the Board of Auditors, the Joint Inspection Unit and the Secretariat. Members of the Committee must have senior-level financial, audit and/or other oversight-related expertise. The Committee became operational with the appointment of members effective 1 January 2008 in accordance with Assembly decision 62/413, and held its inaugural session in February 2008.

1.37 The Committee is responsible for advising the General Assembly on the scope, results and effectiveness of audit as well as other oversight functions, and on measures to ensure the compliance of management with audit and other oversight recommendations. The scope of the work of the Committee is contained in its terms of reference (General Assembly resolution 61/275, annex) and its proceedings are governed by the rules of procedure adopted by the Committee at its inaugural session in February 2008.

1.38 The secretariat of the Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities. In addition, the secretariat, which is the primary point of contact for the Committee in the United Nations, makes arrangements for the Committee's four annual sessions, compiles the meeting papers and prepares reports in respect of items on the agenda of the sessions, and prepares summary records of the meetings of the Committee.

Table 1.14 **Resource requirements: Independent Audit Advisory Committee**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Post	552.5	552.5	2	2
Non-post	438.4	438.4	—	—
Total	**990.9**	**990.9**	**2**	**2**

1.39 The amount of $990,900 provides for: (a) the travel and subsistence allowance of the members of the Committee and the travel and subsistence allowance of staff acompanying the members to offices away from Headquarters to observe and interact with clients of the Office of Internal Oversight Services (OIOS) as well as United Nations management; (b) the salaries and common staff costs of the Committee's secretariat, comprising two posts (1 P-5 and 1 General Service (Other level)); (c) general temporary assistance; (d) consultants; and (e) other non-post costs, such as overtime, contractual services, general operating expenses, and supplies and materials.

B. Secretary-General

Resource requirements (before recosting): $2,324,700

1.40 In accordance with Article 97 of the Charter, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who in turn appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter, as well as a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.

1.41 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. The Secretary-General uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. The Secretary-General plays a key role in efforts to ensure the observance of human rights. The Secretary-General provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions, as well as guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination, the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. It is envisaged that the Secretary-General will further broaden the scope of his activities during the biennium 2012-2013.

Table 1.15 **Resource requirements: Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Post	1 011.6	1 011.6	—	—
Non-post	1 313.1	1 313.1	—	—
Total	**2 324.7**	**2 324.7**	—	—

1.42 The amount of $2,324,700 would provide for the salary and allowances of the Secretary-General, as well as for travel requirements, general operating expenses and hospitality.

C. Executive direction and management

1.43 The provision of $40,386,500 under executive direction and management covers the requirements of the Executive Office of the Secretary-General, the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict. Those offices support the Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter by assisting in the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; in supervising and coordinating the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; in relations with the press and the public; in inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations; in relations with the principal organs of the United Nations and host Governments and in contacts with Governments and delegations under Articles 98 and 99 of the Charter.

Table 1.16 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
1. Executive Office of the Secretary-General	26 340.0	24 030.2	(703.2)	(2.9)	23 327.0	257.4	23 584.4
2. Office of the Director-General, United Nations Office at Geneva	6 867.2	6 138.0	(51.1)	(0.8)	6 086.9	363.0	6 449.9
3. Office of the Director-General, United Nations Office at Vienna	2 483.1	2 431.7	—	—	2 431.7	27.7	2 459.4
4. Office of the Director-General, United Nations Office at Nairobi	825.1	1 267.7	258.6	20.4	1 526.3	(11.4)	1 514.9
5. United Nations Office to the African Union	—	—	—	—	—	—	—

Component	2008-2009 expenditure	2010-2011 appropriation	Resource growth Amount	Resource growth Percentage	Total before recosting	Recosting	2012-2013 estimate
6. Office of the Special Representative of the Secretary-General for Children in Armed Conflict	2 961.2	3 693.1	—	—	3 693.1	28.5	3 721.6
7. Office of the Special Representative of the Secretary-General for Sexual Violence in Conflict	—	1 123.5	2 198.0	195.6	3 321.5	22.0	3 343.5
Subtotal	**39 476.6**	**38 684.2**	**1 702.3**	**4.4**	**40 386.5**	**687.2**	**41 073.7**

(2) *Other assessed*

	2008-2009 expenditure	2010-2011 estimate	2012-2013 estimate
Subtotal	**2 385.8**	**2 059.9**	**2 270.3**

(3) *Extrabudgetary*

	2008-2009 expenditure	2010-2011 estimate	2012-2013 estimate
Subtotal	**17 346.4**	**25 861.5**	**20 790.2**
Total (1), (2) and (3)	**59 208.8**	**66 605.6**	**64 134.2**

Table 1.17 **Post requirements**

Category	Established regular budget posts 2010-2011	Established regular budget posts 2012-2013	Temporary posts: Regular budget 2010-2011	Temporary posts: Regular budget 2012-2013	Temporary posts: Other assessed 2010-2011	Temporary posts: Other assessed 2012-2013	Temporary posts: Extrabudgetary 2010-2011	Temporary posts: Extrabudgetary 2012-2013	Total 2010-2011	Total 2012-2013
Professional and above										
Deputy Secretary-General	1	1	—	—	—	—	—	—	1	1
Under-Secretary-General	4	4	1	1	—	—	—	—	5	5
Assistant Secretary-General	1	1	—	—	—	—	—	—	1	1
D-2	5	5	—	—	—	—	1	1	6	6
D-1	9	9	—	—	1	1	1	1	11	11
P-5	15	15	1	1	2	2	2	2	20	20
P-4/3	19	19	5	5	—	—	8	8	32	32
P-2/1	3	3	—	—	—	—	2	2	5	5
Subtotal	**57**	**57**	**7**	**7**	**3**	**3**	**14**	**14**	**81**	**81**
General Service										
Principal level	8	8	1	1	—	—	—	—	9	9
Other level	51	49	2	2	2	2	6	6	61	59
Subtotal	**59**	**57**	**3**	**3**	**2**	**2**	**6**	**6**	**70**	**68**

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Other assessed		Temporary posts: Extrabudgetary		Total	
	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
Other										
Local level	1	1							1	1
Subtotal	**1**	**1**	—	—	—	—	—	—	**1**	**1**
Total	**117**	**115**	**10**	**10**	**5**	**5**	**20**	**20**	**152**	**150**

Distribution of resources by organizational unit

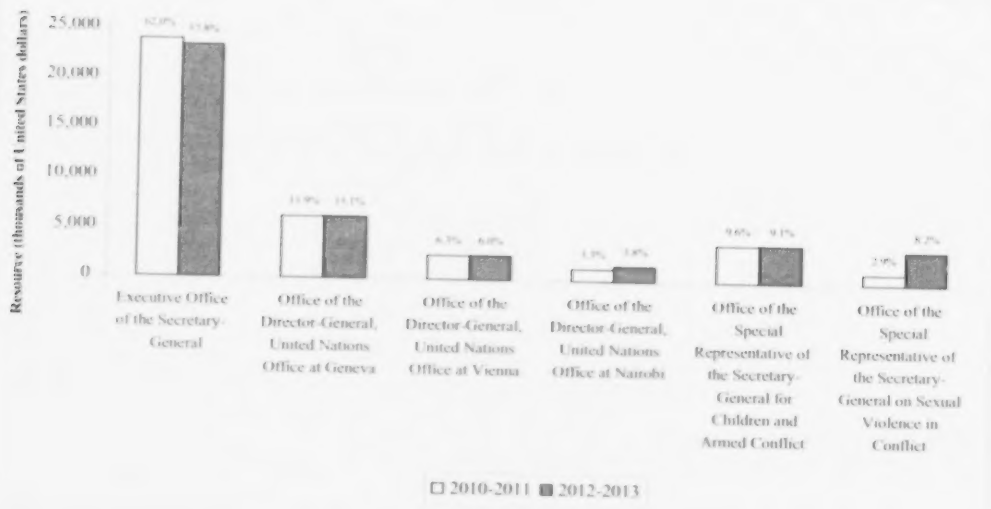


Table 1.18 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure that the policies and directives of Member States are translated into action in an effective and efficient manner and to act as a catalyst in the process of reform

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of the Secretary-General, the Security Council, the General Assembly, the Economic and Social Council and other intergovernmental bodies to make fully informed decisions on issues relating to their sphere of competence	(a) Positive feedback from the Secretary-General, the Security Council, the General Assembly, the Economic and Social Council and other intergovernmental bodies on advice, reports and proposals related to activities within their sphere of competence
(b) Identification of emerging issues that require attention by Member States	(b) Increased number of occasions whereby Member States address issues that have been brought to their attention

(c) Enhanced policy coherence in the management of the activities of the United Nations	(c) Increased number of activities carried out in collaboration with other entities
(d) Increased cooperation between the United Nations and host Governments, regional organizations, non-governmental organizations and civil society	(d) Increased participation in and support of the work of the United Nations
(e) Efficient management of United Nations offices, supported by staff and financial resources	(e) (i) Timely implementation of the Secretary-General's reform plan (ii) Strengthened United Nations presence in the countries where United Nations offices are located (iii) Efficient utilization of resources

1. Executive Office of the Secretary-General

Resource requirements (before recosting): $23,327,000

1.44 The Executive Office of the Secretary-General assists the Secretary-General in the establishment of general policy and in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, as well as in contacts with Governments, delegations, the press and the public. It further assists the Secretary-General with strategic planning, political, economic and inter-agency affairs, peacebuilding strategies for Africa, and liaison and representation functions. It also oversees the Organization's role in development financing and the follow-up to the Millennium Declaration, and provides guidance and coordination in the implementation of Organization-wide reform efforts. The resources of the Office also provide for the post of Deputy Secretary-General. The functions and responsibilities of the Deputy Secretary-General are defined in paragraph 1 of General Assembly resolution 52/12 B. Furthermore, resources for the Executive Office of the Secretary-General include requirements for the Strategic Planning Unit and the Scheduling Office.

Table 1.19 **Resource requirements: Executive Office of the Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	20 918.5	20 615.9	77	75
Non-post	3 111.7	2 711.1	—	—
Subtotal	**24 030.2**	**23 327.0**	**77**	**75**
B. Other assessed	2 059.9	2 270.3	5	5
C. Extrabudgetary	23 875.7	18 749.5	16	16
Total	**49 965.8**	**44 346.8**	**98**	**96**

1.45 The amount of $20,615,900 would provide for the continuation of 75 posts in the Office (1 Deputy Secretary-General, 1 Under-Secretary-General, 1 Assistant Secretary-General, 5 D-2, 6 D-1, 8 P-5, 7 P-4, 4 P-3, 2 P-2, 5 General Service (Principal level) and 35 General Service (Other level)), as indicated in table 1.19. The decrease of $302,600 relates to the abolition of two General Service (Other level) posts in the Executive Office of the Secretary-General.

1.46 Under non-post objects of expenditure, the resources in the amount of $2,711,100 relate to, inter alia, general temporary assistance, travel of staff and other operational costs. The net decrease of $400,000 is the result of: (a) reduced requirements for overtime ($244,000), no provisions under consultants ($125,000); and a one-time provision from unforeseen and extraordinary expenses under the terms of General Assembly resolution 64/246 for the activities carried out by the Special Envoy to the Democratic People's Republic of Korea ($65,200); partially offset by (b) the new provision for business continuity management ($33,600).

1.47 Resources from the support account for peacekeeping operations and extrabudgetary resources would: (a) support the Global Compact initiative in facilitating cooperation among key stakeholders and promoting partnerships in support of United Nations goals; (b) supplement the work of the Office of Political, Peacekeeping and Humanitarian Affairs on issues relating to peacekeeping; (c) assist the Secretary-General in the exercise of his good offices and peacemaking activities in all regions of the world; (d) be used for special projects to be undertaken by the Office of the Secretary-General; (e) support the activities of the United Nations High Representative for the Alliance of Civilizations; and (f) support the Secretary-General's priority agenda relating to climate change and the work of the High-level Panel on Global Sustainability.

2. Office of the Director-General, United Nations Office at Geneva

Resource requirements (before recosting): $6,086,900

1.48 The Office of the Director-General of the United Nations Office at Geneva provides the Secretary-General with advice in the discharge of his responsibilities in relations with permanent missions and regional organizations; deals with the host country authorities in matters relating to the relevant privileges and immunities of the staff of the United Nations system in Switzerland; maintains cooperation with the specialized agencies and programmes based in Switzerland and elsewhere in Europe, as well as with other intergovernmental and non-governmental organizations and established institutions; undertakes special political assignments and representation, as requested; and is responsible for the overall management of the United Nations Office at Geneva.

1.49 The Under-Secretary-General, Director-General of the United Nations Office at Geneva, carries out the functions of the Office as described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva (ST/SGB/2000/4). As the largest United Nations office in Europe, it is well positioned to continue actively to promote the role of the Organization, through effective liaison and representation, with permanent missions, the host Government and other Governments and to develop initiatives to strengthen relationships and to exchange information between Geneva-based institutions and established European-based intergovernmental bodies, non-governmental organizations and other institutions.

1.50 The core functions of the Office include maintaining liaison with permanent missions, academic institutions and non-governmental organizations in consultative status with the Economic and Social Council; carrying out responsibilities entrusted to the Director-General of the Conference on Disarmament; performing protocol and liaison functions with the host country and the Geneva Diplomatic Committee; cooperating with regional mechanisms; analysing subregional, regional, international security and political issues; assisting on legal matters and maintaining liaison with

the host country on privileges and immunities and other questions affecting United Nations agreements; arranging consultations with respect to the United Nations programmes in Geneva; maintaining liaison and cooperating with the heads of the specialized agencies; and representing the United Nations at meetings of the legislative bodies of the Geneva-based organizations and at the meetings of the United Nations System Chief Executives Board for Coordination. While maintaining the role of the United Nations Office at Geneva as a centre of international diplomacy, the Office of the Director-General is also leading the reform process in line with the priorities of the Secretary-General.

1.51 In the context of the reform of the Organization, the Office will continue to strengthen management capacity and coordination among the organizations of the Secretariat in Geneva, including the implementation of management reform measures.

Table 1.20 **Resource requirements: Office of the Director-General, United Nations Office at Geneva**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	5 887.8	5 887.8	18	18
Non-post	250.2	199.1	—	—
Subtotal	**6 138.0**	**6 086.9**	**18**	**18**
B. Extrabudgetary	611.6	626.9	3	3
Total	**6 749.6**	**6 713.8**	**21**	**21**

1.52 The amount of $5,887,800 under posts would provide for the continued funding of 18 posts (1 Under-Secretary-General, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2, 2 General Service (Principal level) and 7 General Service (Other level)), as indicated in table 1.20.

1.53 The related non-post requirements of $199,100 would provide for general temporary assistance, overtime, travel of staff and other operational costs. The decrease of $51,100 is attributable to reduced requirements for travel and other operational costs.

1.54 With respect to extrabudgetary resources, the provision would cover the cost for the continuation of three temporary posts in support of the Legal Liaison Office, and the Office for External Relations, Political and Inter-Agency Affairs and Non-Governmental Organization Liaison.

3. Office of the Director-General, United Nations Office at Vienna

Resource requirements (before recosting): $2,431,700

1.55 The functions of the Office of the Director-General of the United Nations Office at Vienna are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna (ST/SGB/2004/5). The coordination of the activities of the Office is entrusted to the Director-General, who is responsible for the Secretary-General's representation in Vienna, the executive direction and management of the United Nations Office at Vienna, including the Office for Outer Space Affairs and the United Nations Information Service, and the maintenance of liaison with the host Government, permanent missions, non-governmental organizations and United Nations entities in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of the United Nations Office on Drugs and Crime. The Office of

the Executive Director is integrated with that of the Director-General and is supported by resources of the United Nations Office on Drugs and Crime. The core functions of the Office of the Director-General are as follows:

(a) To assist the Director-General in the executive direction and management of the United Nations Office at Vienna and in coordinating the activities of its units;

(b) To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with non-governmental organizations in consultative status with the Economic and Social Council;

(c) To represent the Legal Counsel in Vienna, assist the Director-General on all legal matters and provide legal services for entities of the United Nations Secretariat in Vienna;

(d) To arrange for representation of the United Nations at meetings and conferences held in Vienna;

(e) To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency (IAEA) and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;

(f) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

Table 1.21 **Resource requirements: Office of the Director-General, United Nations Office at Vienna**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Post	2 278.7	2 278.7	9	9
Non-post	153.0	153.0		
Total	**2 431.7**	**2 431.7**	**9**	**9**

1.56 The amount of $2,278,700 would provide for the continuation of 9 posts (2 P-5, 1 P-4, 1 P-3, 1 General Service (Principal level) and 4 General Service (Other level)), as indicated in table 1.21 above. The related non-post requirements of $153,000 would provide for general temporary assistance and overtime, travel of staff and other operational costs, including reimbursement to IAEA of the cost of printing services provided to the Office of the Director-General.

4. Office of the Director-General, United Nations Office at Nairobi

Resource requirements (before recosting): $1,526,300

1.57 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi (ST/SGB/2009/3). The Director-General is responsible for all activities of the Office and serves as the representative of the Secretary-General; performs representation and liaison functions with the host Government, permanent missions and intergovernmental and non-governmental organizations based in Nairobi; and provides executive direction and management of the Office, including the programmes of administration and conference services, other support and common

services and the United Nations Information Centre in Nairobi. The functions of the Office are as follows:

(a) To assist the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;

(b) To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;

(c) To provide legal advisory services for the Office, the United Nations Environment Programme and UN-Habitat;

(d) To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

Table 1.22 **Resource requirements: Office of the Director-General, United Nations Office at Nairobi**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Post	1 147.6	1 404.3	4	4
Non-post	120.1	122.0		
Total	**1 267.7**	**1 526.3**	**4**	**4**

1.58 The amount of $1,526,300 would provide for the continuation of four posts (1 Under-Secretary-General, 2 P-5 and 1 Local level) and non-post resources related to general temporary assistance, overtime, travel and other operational costs. The increase of $258,600 is mainly attributable to the delayed impact of the establishment of the post of Director-General (Under-Secretary-General) effective 1 January 2010 in the context of General Assembly resolution 64/244 on the proposed programme budget for the biennium 2010-2011.

5. United Nations Office to the African Union

1.59 The resources for the United Nations Office to the African Union funded from the regular budget were placed under section 1 of the programme budget for the biennium 2010-2011. However, given that programmatically the Office carries out substantive functions related to peace and security, it was decided that the Office would be more appropriately placed under section 3, Political affairs, as a separate component. It is therefore presented under section 3, Political affairs, of the proposed programme budget for the biennium 2012-2013.

6. Office of the Special Representative of the Secretary-General for Children and Armed Conflict

Resource requirements (before recosting): $3,693,100

1.60 The overarching objective of the work of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is to promote the protection of all children affected by armed conflict. This objective is in line with various General Assembly resolutions and, more recently, the commitment of Member States to promote and protect the rights and welfare of

children in armed conflicts, as called for in the 2005 World Summit Outcome (General Assembly resolution 60/1) and other legal frameworks and initiatives.

1.61 The General Assembly resolution establishing the initial mandate of the Special Representative (51/77) stemmed from a comprehensive report on the impact of armed conflict on children (A/51/306 and Add.1). The Assembly has since extended the mandate of the Special Representative on four occasions, most recently in its resolution 63/241. The current mandate runs until December 2011. The mandate will be subject to review by the Assembly at its sixty-sixth session.

1.62 Key elements of the mandate of the Special Representative are: (a) to serve as a moral voice and independent advocate for the protection and well-being of children affected by armed conflict; (b) to advocate for, build awareness about and give prominence to the rights and protection of children affected by armed conflict; (c) to work with partners to propose ideas and approaches to enhance the protection of children and to promote a more concerted protection response; and (d) to undertake humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground.

1.63 In addition, in successive resolutions (1261 (1999), 1314 (2000), 1379 (2001), 1460 (2003), 1539 (2004), 1612 (2005) and 1882 (2009)), the Security Council has called upon the Secretary-General to take measures for the protection of children in armed conflict and has called for annual reports on the implementation of such measures. In its resolution 1612 (2005), the Council called for the implementation of a monitoring and reporting mechanism on children and armed conflict and the creation of a Security Council working group to review the reports stemming from the mechanism. In its latest resolution 1882 (2009), the Council requested the Secretary-General to expand the criteria for the listing of parties in the annexes to his annual report on children and armed conflict in order to include not only those who recruit and use children but also those who engage, in contravention of applicable international law, in patterns of killing and maiming of children and/or rape and other sexual violence against children in situations of armed conflict. It reaffirmed earlier calls upon parties to conflict to enter into negotiation with the United Nations for the development of action plans to end the recruitment and use of children and other violations for which they have been listed. Presidential Statement S/PRST/2010/10 underscored the importance of the provision of training on child rights and child protection for all personnel involved in United Nations peacekeeping, peacebuilding and political missions, and welcomed the Secretariat's efforts in this regard.

1.64 The Office of the Special Representative has been given responsibility for drafting, in consultation with relevant partners, the Secretary-General's annual reports to the Security Council on children and armed conflict as well as the reports to the Council's Working Group on Children and Armed Conflict. The Special Representative, as convenor of the Task Force on Children and Armed Conflict, ensures that there is a consultative process in the compilation of reports and that timely, reliable and high-quality reports are prepared. Since its establishment, the Working Group has (as at April 2011) received 37 reports on children and armed conflict in situations of concern, and has issued 36 conclusions and recommendations emanating from the review of these reports.

1.65 In pursuing the objectives of the programme of work, the Office of the Special Representative will pursue the following strategic approaches:

(a) Monitoring the situation of children affected by armed conflict and reporting to the General Assembly, the Security Council and other destinations for action, including the Human Rights Council;

(b) High-level advocacy to promote awareness of and support for global initiatives to end grave violations against children affected by armed conflict;

(c) Working in consultation and partnership with key stakeholders, including Member States, regional organizations, United Nations system partners, civil society organizations and

non-governmental organizations, with a view to mainstreaming concerns in the area of children and armed conflict into the policy and strategic considerations of those bodies;

(d) Creating awareness about other protection issues related to children and armed conflict, including post-conflict situations and the specific needs of internally displaced children, the girl child and other emerging concerns;

(e) Making children and armed conflict concerns an integral part of peacemaking, peacekeeping and peacebuilding.

1.66 The Office of the Special Representative does not have an operational presence in countries away from Headquarters. Country visits of the Special Representative to meet with Governments, parties to conflict, country teams and civil society organizations to observe first-hand the situation of children affected by armed conflict are essential for the Special Representative to carry out his/her mandate. When called upon, the Special Representative also serves as a facilitator, undertaking humanitarian and diplomatic initiatives to foster international cooperation and facilitate the work of operational actors on the ground with regard to children and armed conflict.

1.67 The Office of the Special Representative assists the Under-Secretary-General in discharging his/her responsibilities and in meeting the expected accomplishments indicated under the programme of work.

Table 1.23 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To support global initiatives to end grave violations against children in situations of armed conflict, and increase awareness, political support and global action for the rights of children affected by armed conflict

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Implementation of the monitoring and reporting mechanism with a view of ending impunity	(a) (i) Submission of country reports to the Security Council Working Group on Children and Armed Conflict reflecting accurate, verified and objective information on incidents of grave violations against children in situations of armed conflict *Performance measures* 2008-2009: 14 country reports Estimate 2010-2011: 13 country reports Target 2012-2013: 14 country reports (ii) Parties to conflict entering into action plans with the United Nations in situations of concern *Performance measures* 2008-2009: 4 action plans Estimate 2010-2011: 8 action plans Target 2012-2013: 7 action plans

	(iii) De-listing of parties of grave violations against children through awareness-building, political pressure, dialogue and monitoring compliance with agreed action plan for the protection of children *Performance measures* 2008-2009: 5 parties Estimate 2010-2011: 2 parties Target 2012-2013: 5 parties
(b) Provide political leadership and advocacy, in consultation with partners, for the rights of all children in situations of armed conflict, including through good offices with Member States	(b) (i) Implementation of global campaign for universal ratification of Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict *Performance measures* 2008-2009: 70 per cent implemented Estimate 2010-2011: 80 per cent implemented Target 2012-2013: 90 per cent implemented (ii) Engagement with Human Rights Council, Committee on the Rights of the Child, Universal Periodic Review and special procedures mechanisms through the provision of inputs on issues of concern related to the rights of children in situations of armed conflict *Performance measures* 2008-2009: 14 inputs Estimate 2010-2011: 16 inputs Target 2012-2013: 16 inputs
(c) Children and armed conflict concerns, especially in peacemaking, peacekeeping and peacebuilding, are mainstreamed	(c) Political support for mainstreaming issues related to children and armed conflict, especially in peacekeeping, peacemaking and peacebuilding, through the adoption of resolutions containing specific children and armed conflict-related language *Performance measures* 2008-2009: 36 resolutions Estimate 2010-2011: 36 resolutions Target 2012-2013: 40 resolutions

(d) Enhanced global awareness of the situation of children and armed conflict	(d) Increased media coverage on children and armed conflict *Performance measures* (Instances of coverage by media) 2008-2009: 64 press releases/statements Estimate 2010-2011: 68 press releases/statements Target 2012-2013: 76 press releases/statements

External factors

1.68 The programme of work is expected to achieve its objectives and expected accomplishments on the assumption that States see a convergence between their national interests and the upholding of the international protection regime, and that there is continued political will on the part of all destinations for action to work towards ending the impunity of persistent violators of children's rights in situations of armed conflict.

Outputs

1.69 During the biennium 2012-2013, the following outputs will be delivered:

(a) Parliamentary documentation:

(i) Comprehensive annual report of the Special Representative of the Secretary-General on Children and Armed Conflict to the General Assembly (2);

(ii) Annual report of the Special Representative to the Human Rights Council (2);

(iii) Annual report of the Secretary-General to the Security Council (2);

(iv) Reports on situations of concern as required by the Security Council Working Group on Children and Armed Conflict;

(v) Periodic "horizontal notes" to the Working Group updating the Security Council on situations of concern;

(b) Other substantive activities:

(i) Creation of a broad coalition of support among Member States, non-governmental organizations and other civil society groups for issues relating to children and armed conflict within the General Assembly, the Human Rights Council, the Security Council and other destinations for action;

(ii) High-level field visits on behalf of the Secretary-General resulting in commitments by parties to end abusive practices;

(iii) Briefings and consultations with Member States resulting in consolidated support for the agenda;

(iv) Communications strategy to enhance advocacy efforts, including: updating the website of the Office of the Special Representative of the Secretary-General on Children and Armed Conflict; press releases and press conferences; development and dissemination of brochures, newsletters and other communication tools to partners and targeted

audiences; special events; and regular briefings of civil society groups, including students and academics;

(v) Organization of meetings of the Task Force on children on armed conflict (4 per year);

(vi) Engagement in capacity-building of child protection advisers and United Nations country task forces on monitoring and reporting by the staff of the Office. This will include guidance on action plans in light of the more recent request by the Security Council for an extension of these to include killing and maiming and sexual violence;

(vii) Provision of policy support and advocacy on issues relating to children and armed conflict to Secretariat staff as required, with a view to the further mainstreaming of protection and reintegration issues in peacekeeping and peacebuilding operations, including child protection advisers and child protection focal points;

(viii) Research, studies and seminars, including the production of two working papers on topics selected with partners on issues of concern where greater advocacy focus/attention is needed.

Table 1.24 **Resource requirements: Office of the Special Representative of the Secretary-General for Children and Armed Conflict**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	3 063.8	3 063.8	10	10
Non-post	629.3	629.3	—	—
Subtotal	**3 693.1**	**3 693.1**	**10**	**10**
B. Extrabudgetary	451.4	519.0		
Total	**4 144.5**	**4 212.1**	**10**	**10**

1.70 In accordance with established procedures, resources for the Office would not have been included in the proposed programme budget for the biennium 2012-2013 given that the current mandate of the Office expires on 31 December 2011. However, since the mandate of the Office has been renewed several times in the past, it has been assumed that the mandate of the Office will again be renewed at the sixty-sixth session of the General Assembly and hence resources for the Office have been included. The current proposals have been kept at the maintenance level. However, if there are changes to the mandate at the time of the mandate renewal, those changes would be addressed in the context of programme budget implications in accordance with rule 153 of the rules of procedure of the General Assembly.

1.71 The amount of $3,063,800 under posts would provide for the continued funding of 10 posts (1 Under-Secretary-General, 1 P-5, 2 P-4, 3 P-3, 1 General Service (Principal level) and 2 General Service (Other level)), as indicated in table 1.24. The related non-post requirements of $629,300 would cover the costs related to, inter alia, general temporary assistance, overtime, consultants, travel, contractual services and operational costs.

1.72 Extrabudgetary resources would support: (a) knowledge-sharing and research; (b) systematic outreach with Member States and civil society groups to raise global awareness; and (c) capacity-building and technical consultations.

7. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

Resource requirements (before recosting): $3,321,500

1.73 In paragraph 4 of Security Council resolution 1888 (2009), the Council requested the Secretary-General to appoint a Special Representative to provide coherent and strategic leadership and to work effectively to strengthen existing United Nations coordination mechanisms and to engage in advocacy efforts with Governments, including military and judicial representatives, as well as with all parties to armed conflict and civil society, in order to address, at both Headquarters and country level, sexual violence in armed conflict, while promoting cooperation and coordination of efforts among all relevant stakeholders, primarily through the inter-agency initiative entitled "United Nations Action against Sexual Violence in Conflict". In its resolution 65/259, the General Assembly established the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and approved the related resources for the Office effective 1 January 2011.

1.74 Conflict-related sexual violence remains underreported and insufficiently addressed owing to the stigma associated with rape, inadequate services for survivors, weak protection mechanisms and inadequate rule of law and judicial responses. Against this backdrop, the role of the Special Representative of the Secretary-General and the Office is, inter alia, to:

(a) Give victims and affected communities a voice;

(b) Mobilize political will and action on the part of the international community, particularly to address the impunity of perpetrators of violations;

(c) Foster collaboration and partnerships, and broaden the circle of stakeholders on the issue;

(d) Coordinate advocacy and programmatic responses, particularly in the United Nations system;

(e) Ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels;

(f) Disseminate information/knowledge on approaches and best practices to address sexual violence in conflict.

1.75 The establishment of the Office fills the critical gap that has existed in terms of ensuring concerted and effective coordinated engagements with Member States, the Security Council, the General Assembly, United Nations actors, non-governmental organizations, civil society and a diverse cross-section of high-level interlocutors, from political leaders to military officers, and from warlords to women's groups, on this issue. The Special Representative of the Secretary-General is expected to:

(a) Provide coherent and strategic leadership on the issue of sexual violence in conflict and post-conflict situations, in particular, in countries with United Nations peacekeeping operations, raising global and national awareness, and catalysing and mobilizing actions to prevent and respond to sexual violence;

(b) Serve as an independent advocate to address the issue vis-à-vis a range of interlocutors, most notably with civilian and military leaders, parties to armed conflict, force commanders and troop- and police-contributing countries;

(c) Strengthen existing United Nations coordination mechanisms, and promote cooperation and coordination of efforts among all relevant stakeholders, primarily through the United Nations Action against Sexual Violence in Conflict initiative.

1.76 The Special Representative will also provide substantive advice to the Security Council in the conceptual development of further resolutions to strengthen the agenda in this area, and will develop criteria for listing, de-listing and potentially re-listing armed groups credibly suspected of committing patterns of sexual violence, as called for in Security Council resolution 1888 (2009). A team leader managing a team of legal experts on sexual violence in conflict who can be deployed rapidly to situations of particular concern to assist national authorities, at their request, in strengthening the rule of law and addressing the cycle of impunity for conflict-related sexual violence, will report to the Special Representative. Furthermore, Security Council resolution 1960 (2010) instituted an accountability architecture on sexual violence in armed conflict. The key elements of this architecture include a mandate to list perpetrators of sexual violence, and establish a monitoring and analysis mechanism, as well as dialogue with parties for commitments and sanctions against perpetrators. The Special Representative, in collaboration with other United Nations system, is responsible for ensuring the implementation of the operational elements of resolution 1960 (2010) and other resolutions dealing with sexual violence in armed conflict.

1.77 The work of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict revolves around strategic actions that constitute a five-point priority agenda:

(a) Ending impunity and focusing on means of bringing perpetrators to justice;

(b) Empowering women;

(c) Mobilizing political leadership;

(d) Increasing recognition of rape as a tactic and consequence of conflict;

(e) Ensuring a more coherent response from the United Nations system.

1.78 In pursuing the objectives of the programme of work for the biennium 2012-2013, the Special Representative will:

(a) Engage in dialogue with armed groups to gain specific protection commitments;

(b) Establish as soon as possible a monitoring, analysis and reporting system to gain specific information on perpetrators and violations;

(c) Engage regional security bodies such as NATO, the African Union and the European Union to bolster their sexual violence prevention capacity and to share good practices/lessons learned;

(d) Strengthen scenario-based predeployment and in-service training materials on prevention and responses to conflict-related sexual violence for peacekeeping personnel;

(e) Review existing early warning and peace consolidation indicators to assess whether sexual violence is adequately captured — both as an early warning indicator of instability and to ensure adequate responses to spikes in sexual violence;

(f) Promote joint programming by the United Nations system, in keeping with "One United Nations" principles, involving peace and security, humanitarian affairs, human rights and development actors;

(g) Ensure preparation and submission of annual reports on the implementation of Security Council resolutions 1820 (2008), 1888 (2009) and 1960 (2010);

(h) Ensure that mission-wide "protection of civilian" strategies include the prevention of sexual violence as a key component;

(i) Ensure the deployment of the Team of Experts to countries of concern.

1.79 The Office does not have an operational presence in countries away from Headquarters. Country visits of the Special Representative to meet with Governments, parties to conflict, United Nations country teams and civil society organizations to observe first-hand the situation on the ground are essential to carry out his/her mandate. These missions have also proved to be essential in obtaining commitments from parties to conflict to prevent and address sexual violence in armed conflict, and to advocate for the rights of victims affected by conflict. Security Council resolutions 1888 (2009) and 1960 (2010) request the inclusion of women protection advisers. It is envisaged that these advisers will receive guidance and work closely with the Office in the implementation of the accountability architecture. Terms of reference for the women protection advisers are presently being developed with a view to eventually having a presence in the field to obtain data and best practices for a concerted response to sexual violence.

1.80 The staff of the Office assists the Special Representative in discharging her responsibilities and in meeting the expected accomplishments indicated under the programme of work. In addition, the Office has three staff members (1 P-5, 1 P-3 and 1 General Service (Other level)) seconded from UN-Women and funded by the United Nations Action against Sexual Violence in Conflict initiative. The initiative unites efforts across the United Nations system to combat sexual violence, and the Special Representative serves as the Chair of the United Nations Action Steering Committee. United Nations Action created a multi-donor trust fund in 2008 to pool resources for joint work and currently provides funding for the Team of Experts. The Team of Experts, mandated by Security Council resolution 1888 (2009), currently includes the Team Leader (D-1) post supported by a P-4 and a General Service (Other level) position.

Table 1.25 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To prevent and address conflict-related sexual violence by empowering and protecting the rights of civilians, particularly women and girls

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Operationalization of the accountability system outlined in Security Council resolution 1960 (2010)	(a) Actual commitments obtained from Governments and parties to conflict, perpetrators of sexual violence listed and brought before the sanctions committee and/or prosecuted in a court of law
	Performance measures
	2008-2009: not applicable
	Estimate 2010-2011: 1 party
	Target 2012-2013: 3 parties
(b) Systematic reporting of incidents and trends	(b) Guidance materials developed and disseminated on a framework of early-warning indicators of sexual violence in conflict
	Performance measures
	2008-2009: not applicable
	Estimate 2010-2011: 2 guidance materials
	Target 2012-2013: 3 guidance materials

(c) Enhanced support and capacity-building to national Governments to address sexual violence	(c) (i) Establishment and deployment of the Team of Experts to situations of concern *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 2 deployments Target 2012-2013: 3 deployments (ii) Increased number of projects developed and implemented in situations of concern *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 2 projects Target 2012-2013: 3 projects
(d) Effective communication and visibility of the mandate	(d) Increased awareness of and support for the Special Representative's mandate through articles on sexual violence in conflict in major publications and interviews on television, radio and print *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 10 publications/ interviews Target 2012-2013: 15 publications/interviews

External factors

1.81 The Office of the Special Representative is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States and key stakeholders will see a convergence between their national interests and the upholding of the international protection regime; and (b) there will be continued political will on the part of all destinations for action to work towards preventing and ending the impunity of persistent violators of women's and children's rights in situations of armed conflict.

Outputs

1.82 During the biennium 2012-2013, the following outputs will be delivered:

(a) Parliamentary documentation:

(i) Annual reports of the Special Representative of the Secretary-General on Sexual Violence in Conflict to the General Assembly (2);

(ii) Annual reports of the Secretary-General to the Security Council (2);

(iii) Other reports to the Security Council on country visits (4);

(b) Other substantive activities:

(i) Regular briefings to the Security Council and Member States and other external parties in situations of concern;

(ii) Continuous dialogue with parties to armed conflict to elicit time-bound protection commitments;

(iii) Contribution to the development of modules for the predeployment training of peacekeepers;

(iv) Development of guidance for the analytical framing of conflict related to sexual violence;

(v) Development of a framework of early warning indicators of sexual violence in conflict;

(vi) Establishment of a monitoring and reporting arrangement;

(vii) Conduct of workshops and events to disseminate information on the work of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict;

(viii) Briefings and meetings with parties in situations of concern;

(ix) Launching of advocacy projects, social campaigns and outreach initiatives in local communities to create momentum for action in a manner that will prevent sexual violence and have a positive impact on victims.

Table 1.26 **Resource requirements: Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	819.9	2 850.7	9	9
Non-post	303.6	470.8	—	—
Subtotal	**1 123.5**	**3 321.5**	**9**	**9**
B. Extrabudgetary	922.8	894.8	1	1
Total	**2 046.3**	**4 216.3**	**10**	**10**

1.83 The amount of $2,850,700 under posts would provide for the continued funding of nine posts (1 Under-Secretary-General, 1 D-1, 1 P-5, 1 P-4, 2 P-3 and 3 General Service (Other level)), as indicated in table 1.26. The additional requirement of $2,030,800 reflects the delayed impact of the nine posts established effective 1 January 2011 pursuant to General Assembly resolution 65/259.

1.84 The related non-post requirements of $470,800 would cover the costs related, inter alia, to general temporary assistance, travel, contractual services and operational costs. The increased requirement of $167,200 reflects the provisions under travel, contractual services and operational costs for the whole biennium (the initial provision was for 2011 only).

1.85 The extrabudgetary resources would cover the total requirements of the team of experts.

D. Office of the United Nations Ombudsman and Mediation Services

Resource requirements (before recosting): $6,398,400

1.86 The Office of the United Nations Ombudsman was established by the Secretary-General in 2002 pursuant to General Assembly resolutions 55/258 and 56/253. The Office was strengthened by resolutions 61/261 and 62/228, by which the Assembly decided to create a single integrated and decentralized Office of the Ombudsman for the United Nations Secretariat, funds and programmes and to establish regional branches of the Office and a mediation service. The Assembly, in its resolution 64/233, reaffirmed that the informal resolution of conflict is a crucial element of the administration of justice, and emphasized that all possible use should be made of the informal system in order to avoid unnecessary litigation.

1.87 The terms of reference of the Office are set out in the Secretary-General's bulletin on the Office of the Ombudsman (ST/SGB/2002/12). As requested by the General Assembly in paragraph 32 (c) of its resolution 61/261, the Office is currently in the process of revising its terms of reference to incorporate the changes in the functions, presence and locations of the Office that were approved by the Assembly.

1.88 In the performance of his or her duties, the Ombudsman is independent of any United Nations organ or official. The integrated Office currently serves the staff of the United Nations Secretariat, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services (UNOPS) and the Office of the United Nations High Commissioner for Refugees (UNHCR).

1.89 In 2010, the Office had 1,206 visitors from the United Nations Secretariat with requests for mediation services. This represents an increase of 70 per cent compared with the previous year. Since the Office was established in October 2002 until 31 December 2010, 5,627 staff from the United Nations Secretariat have sought the assistance of the Office. In 2002, the Office had before it 139 cases; in 2003 that number more than doubled, to 410, and then increased slightly in 2004, to 420. The number of cases reached 633 in 2005, 637 in 2006, 687 in 2007, 787 in 2008 and 708 in 2009. The total number of cases received by the entities covered by the integrated Office of the Ombudsman (the Secretariat, the funds and programmes and UNHCR) was 1,745 in 2010 compared with 1,287 in 2009.

1.90 This increase in the utilization of all services offered by the Office is a direct result of the General Assembly's strengthening of the informal system through: (a) successful resolution of cases; (b) improved access to services; and (c) significant outreach efforts by the Office to promote the use of the informal dispute resolution mechanisms. In the long term, the strengthened capacity of the Office will not only lead to the early and effective resolution of conflicts but also to increased awareness and prevention of conflicts. In turn, this will increase the productivity of the Organization and improve its ability to deliver its mandate.

1.91 The strengthening of the informal conflict resolution system as the preferred means of resolving workplace disputes to create a more harmonious and productive working environment has proven successful. Since the new administration of justice system was established, 79 per cent of cases handled by the Office have not proceeded to the formal system. Further, this utilization rate indicates that staff members are increasingly contacting the Office as a preventive measure and as an alternative to formal proceedings. This shift from relying on the Ombudsman as a measure of last resort when all else has failed to a measure of first resort can be considered an important development in the way that staff at all levels address workplace concerns. In this context, concerted efforts continue to be made by the Office in the areas of outreach, advocacy and service

delivery to share the importance of resolving conflict early and informally, rather than allowing it to fester until issues become intractable, which may then result in higher direct and indirect costs to the Organization. In this regard, a successful dispute resolution referral training programme was offered to stakeholders in the formal system of administration of justice in December 2010. Over 100 participants were trained to effectively identify, handle and refer cases for informal resolution. It is critical to use this momentum and to strengthen the Office of the Ombudsman and Mediation Services so that it can continue to provide services of the highest quality despite the increased demands that are placed on it.

1.92 The scope of the Ombudsman's work is not only reflected in the source or number of cases received, but also in their increasing complexity. This applies in particular to cases brought forward for mediation or that require team interventions. Often, a case brought to the Office can involve several parties and multiple issues, each of which must be addressed. For example, a visitor may raise issues about contractual status, interpersonal skills, entitlement and performance. In this respect, the General Assembly has encouraged the Office of the Ombudsman and Mediation Services to continue to identify the underlying systemic issues that cause problems or impede the Organization's mission so that they can be addressed and so that future problems can be reduced. It has also been observed that multiparty disputes or cases involving numerous complex issues or contentious interpersonal relationships, or both, require more time to be resolved. Further, due to the increased emphasis placed on informal resolution by the Assembly, staff and managers, the Office continues to receive significant numbers of calls for intervention from staff in the field and senior management. Often, such situations of conflict are complex and require someone to immediately intervene in person to resolve them before they escalate further. The need to reach out to staff in the field has been noted by the Assembly.

1.93 The Mediation Division, which was established by the General Assembly in its resolution 62/228, provides mediation as part of the spectrum of services offered by the Office of the Ombudsman. The Division handles cases as requested by the parties and the United Nations Dispute Tribunal, among others. During its first year of operation, the Division focused on developing a strong foundation for providing a neutral, confidential and voluntary process. The Division has handled a wide range of cases, several of them involving multiple parties, that have been resolved successfully.

1.94 The objectives of the Office of the Ombudsman and Mediation Services for the biennium 2012-2013 take into consideration: (a) a high increase in workload, including in the area of mediation, and the need for in-person intervention for effective and speedy resolution; (b) the emphasis on informal resolution and the need for a culture of collaboration to help the Organization achieve its mission more effectively and efficiently; (c) the Office's mandate to identify systemic issues and act as an agent of change; and (d) the recommendations made by the Board of Auditors in relation to the internal governance of the Office. As requested by the General Assembly in its resolution 63/253, the Secretary-General proposed a number of incentives that would strengthen the informal administration of justice system in his report on the activities of the Office (A/65/303). These incentives and the key areas identified in the section of that report on future directions underpin the Office's strategic objectives for the biennium 2012-2013. The overall objective of informal resolution is to enhance the Organization's ability to deal with workplace conflict early and effectively, thus reducing the overall cost of conflict and improving staff morale and productivity.

1.95 During the biennium 2012-2013, the Office of the Ombudsman and Mediation Services will:

(a) Resolve individual cases to lower the cost of direct and indirect workplace conflict and to create greater harmony in the workplace:

(i) Continue to ensure its core function of handling clients' cases and applying best practices;

(ii) Continue to strengthen its mediation and other informal resolution services;

(iii) Ensure a more expeditious resolution of cases through rapid in-person interventions and increased outreach to staff in all locations;

(iv) Collaborate closely with relevant stakeholders, including in the formal system of administration of justice;

(b) Promote an organizational culture of collaboration and conflict prevention and strengthen the informal system in this regard:

(i) Implement the incentives submitted to the General Assembly to increase the use of informal resolution in the Organization;

(ii) Continue to implement communication and outreach strategies that promote the services of the Office, a culture of collaboration and the added value of conflict prevention;

(iii) Build credibility and trust by continuing to resolve workplace issues successfully;

(c) Continue to strengthen the Organization by analysing the roots of conflict and then identifying systemic issues:

(i) Continue to identify systemic issues and provide regular reports to the Secretary-General that include comments on policies, procedures and practices that have come to the attention of the Office;

(ii) Continue to facilitate a key stakeholder forum for the identification of systemic issues and trends;

(d) Improve the internal governance of the Office of the Ombudsman and Mediation Services:

(i) Strengthen the administrative capacity of the Office in line with the recommendations of the Board of Auditors;

(ii) Continue to enhance the Office's confidential internal database system as a key tool for case management, trend analysis and reporting;

(iii) Ensure consistency in practices and principles within the expanded and decentralized structure and maintain the same level of competence and excellence in the ombudsman and mediation services provided;

(iv) Assess the Office's performance and the operations of the regional branches through an external review provided using experts in the field of conflict management;

(v) Continue to train ombudsmen and increase the Office's capacity to resolve and mediate conflicts.

Table 1.27 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To enhance the Organization's ability to deal with workplace conflict early on and effectively, thus reducing the overall cost of conflict as well as improving staff morale and productivity

Expected accomplishments of the Secretariat	Indicators of achievement
Consolidated practice of informal conflict resolution as a preferred first step in resolving workplace concerns, thereby helping to achieve a collaborative culture of conflict prevention and harmony in the workplace	(a) Number of conflicts referred to the Ombudsman in which the Ombudsman assisted or facilitated resolution *Performance measures* 2008-2009: 1,495 cases referred Estimate 2010-2011: 2,000 cases referred Target 2012-2013: 2,000 cases referred (b) In 100 per cent of the received cases, action and review is initiated within 30 days *Performance measures* 2008-2009: 100 per cent Estimate 2010-2011: 100 per cent Target 2012-2013: 100 per cent

External factors

1.96 The Office of the Ombudsman is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all parts of the Organization recognize the value of resolving disputes informally and are willing to engage in the informal process; (b) staff and management are committed to resolving disputes on a timely basis; (c) staff contact the Office at an early stage of the dispute; and (d) the formal part of the administration of justice system recognizes the value of mediation and refers cases that are in the formal process for mediation services, if they are found to be amenable to mediation.

Outputs

1.97 During the biennium 2012-2013, the following final outputs will be achieved:

(a) Provision of ombudsman and mediation services in 2,000 cases;

(b) Identification of systemic issues affecting staff members and submission of recommendations to senior management;

(c) Intensification of efforts to raise awareness among all staff about ombudsman and mediation services;

(d) Submission of an annual report to the General Assembly on the activities of the Office;

(e) Implementation of incentives to encourage the informal resolution of cases;

(f) Establishment of partnerships with various stakeholders to help establish a collaborative culture of conflict prevention and harmony in the workplace.

Table 1.28 **Resource requirements: Office of the United Nations Ombudsman and Mediation Services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	5 952.9	5 952.9	20	20
Non-post	445.5	445.5		
Subtotal	**6 398.4**	**6 398.4**	**20**	**20**
B. Other assessed	3 050.2	3 031.0	7	7
Total	**9 448.6**	**9 429.4**	**27**	**27**

1.98 The amount of $5,952,900 under posts would provide for the continuation of 20 posts (1 Assistant Secretary-General, 2 D-1, 7 P-5, 1 P-4, 1 P-3, 5 General Service (Other level) and 3 General Service (Local level)), as reflected in table 1.28.

1.99 Under non-post objects of expenditure, the amount of $445,500 relates, inter alia, to the travel of the Ombudsman and his or her staff, general operating expenses and other operational requirements.

1.100 Resources funded from the support account for peacekeeping operations are provided in support of clients based in peacekeeping missions that require a dedicated capacity to carry out a broad overview, coverage and analysis of systemic issues arising in the field.

E. Office of Administration of Justice

Resource requirements (before recosting): $12,566,800

1.101 The Office of Administration of Justice was established pursuant to General Assembly resolutions 61/261 and 62/228, by which the Assembly decided to introduce a new, independent, transparent, professionalized and decentralized system of administration of justice in the United Nations to handle work-related disputes. The framework of the new two-tier system is based on the recommendations of the Redesign Panel, a group of independent experts, contained in a report presented to the Secretary-General in 2006 (A/61/205).

1.102 The role of the Office of Administration of Justice is to ensure the efficient management and overall coordination of the formal system of justice. This includes making all the necessary arrangements for the functioning of the United Nations Dispute Tribunal, which has three separate registries (in New York, Geneva and Nairobi), and the United Nations Appeals Tribunal, which has one registry (in New York). It also includes overseeing the Office of Staff Legal Assistance, which has its main office in New York and branches in Geneva, Nairobi, Addis Ababa and Beirut.

1.103 In addition, the Office provides support to the Internal Justice Council, an independent body established by the General Assembly to identify suitable candidates to be recommended to the Assembly for appointment as judges of the two Tribunals, draft a code of conduct for the judges and provide its views to the Assembly on the functioning of the system of justice.

1.104 The Office is headed by the Executive Director, who is responsible for the formulation and implementation of the work programme and the management of the financial and human resources of the Office.

1.105 The Office became functional in March of 2009 and the new system of administration of justice became fully operational on 1 July 2009, when the Tribunals started operating, in accordance with General Assembly resolution 63/253.

1.106 The United Nations Dispute and Appeals Tribunals are staffed by professional and experienced judges who issue binding decisions and are the centrepiece of the system. The Tribunals are supported by registries. The coordination of all the substantive, technical and administrative aspects of all the registries is the responsibility of the Principal Registrar. In addition, the Principal Registrar ensures optimal use of the human and financial resources allocated to the Tribunals, provides guidance to the Executive Director on emerging issues in the Tribunals and recommends strategies and measures to the Executive Director.

1.107 The United Nations Dispute Tribunal is represented in New York, Geneva and Nairobi by one full-time judge and one ad litem judge at each location. In addition, two half-time judges rotate, working three out of six months at the two duty stations with the largest caseloads. The Tribunal's registries must function in coordination as elements of a single tribunal despite the fact that they are separated geographically. Coordination and harmonization of practices is essential. For this reason, it is critical that the judges of the Dispute Tribunal hold two plenary meetings annually and that all the staff of each registry meet once annually, to enable staff to coordinate their work and internal practices and to foster a common sense of purpose.

1.108 The United Nations Appeals Tribunal is the appellate instance, reviewing the decisions of the Dispute Tribunal according to the limited jurisdiction set out in its statute. The Appeals Tribunal consists of seven judges who hold sessions during the year to deliberate on and adjudicate cases. The number of sessions depends on the number of cases received. In the first year of operation, the caseload required the Tribunal to hold three sessions and it is expected that in 2011 too the caseload will require the Tribunal to hold three sessions. It is envisaged that the Tribunal's caseload will be of more than 100 cases annually.

1.109 The United Nations Dispute and Appeals Tribunals function in English and French, the two working languages of the United Nations. Additionally, the statutes of both Tribunals require that judgements be published in the official language used by the staff member to file his or her application. So, for example, if a staff member files an application in Arabic, the judgement from either the Dispute Tribunal or the Appeals Tribunal must be published in English, French and Arabic. As neither Tribunal functions in Arabic, the initial application would require translation before it could be considered. Similarly, during the oral hearings of the Tribunals, unless all participants speak the same language simultaneous interpretation will be needed. Resources for the provision of interpretation and translation services for the Tribunals are included under section 2, General Assembly and Economic and Social Council affairs and conference management.

1.110 The Dispute Tribunal and, to a lesser extent, the Appeals Tribunal, hold oral hearings. Since 1 July 2009, the Dispute Tribunal has held more than 500 hearings. The General Assembly has mandated that the hearings of the Tribunals be open to the public. This means that each tribunal location must have enough space to give the public reasonable access and meet the standards of a professional judicial institution.

1.111 Generally, cases before the Dispute Tribunal are decided by a single judge. However, under the Tribunal's statutes, three-judge panels may be constituted for certain types of cases. It is also periodically necessary for witnesses to travel to appear before the Tribunals in person, when for example the Tribunal considers the physical presence of a witness to be essential.

1.112 In accordance with the General Assembly's request that the new system be efficient, transparent and decentralized, information and communications technologies are used to the fullest extent. An e-filing system (for case management) and a comprehensive website containing an electronic reference library have either been established or are in the late stages of user-testing prior to implementation. As the system must be both transparent and decentralized, provisions for the establishment of appropriate courtroom facilities at the three sites of the Dispute Tribunal for holding oral hearings, including appropriate videoconferencing facilities, have been included under section 34, Construction, alteration, improvement and major maintenance, for the biennium 2012-2013. Videoconferencing also permits the judges and staff located at different duty stations to function as an integrated whole.

1.113 The Office of Staff Legal Assistance was established as part of the Office of Administration of Justice. Its main office is in New York and it has Legal Officers stationed at Geneva, Nairobi, Addis Ababa and Beirut. With so few Legal Officers compared with the number of staff it serves, the Office of the Staff Legal Assistance has explored many options for augmenting its capacity. For example, it relies on serving and retired staff with legal credentials as volunteers and interns. The Office has also established a trust fund and solicited donations from staff unions and associations, and made calls to individual staff members for contributions. These efforts have provided only limited support to the Office and have not been sufficient to allow it to meet the current demand for its services.

1.114 The General Assembly established the Internal Justice Council to help ensure independence, professionalism and accountability in the new system of administration of justice. Pursuant to Assembly resolution 62/228, the duties of the Council include providing its views and recommendations to the Assembly on suitable candidates for appointment to the Dispute and Appeals Tribunals, and on the implementation of the system of administration of justice to the Assembly. The Office of the Executive Director of the Office of Administration of Justice provides the Council with administrative and technical support to fulfil its mandate. In 2012-2013, the three-year terms of the judges of the Tribunals will end. It will be necessary for the Council to look for appropriate candidates for recommendation to the Assembly.

Table 1.29 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To have a fully functioning, professional, efficient and transparent internal justice system to resolve disputes regarding the terms and conditions of employment

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient handling of administrative appeals	(a) (i) Time from initial appeal by staff member to binding decision by the United Nations Dispute Tribunal is less than one year from time of filing *Performance measures* (Percentage of cases decided upon within one year) 2008-2009: not applicable Estimate 2010-2011: 70 per cent Target 2012-2013: 100 per cent

(ii) The United Nations Appeals Tribunal issues final and binding decision on appeals made to it within one year of receipt

Performance measures

(Percentage of cases for which a decision is issued within one year)

2008-2009: not applicable

Estimate 2010-2011: 70 per cent

Target 2012-2013: 100 per cent

(iii) Cases filed and tracked electronically in the case management system in all duty stations

Performance measures

(Percentage of cases filed and tracked)

2008-2009: not applicable

Estimate 2010-2011: 70 per cent

Target 2012-2013: 100 per cent

(iv) The Office of Staff Legal Assistance provides submissions on behalf of represented staff members in accordance with the deadlines of the Tribunal

Performance measures

(Percentage of submissions provided within deadlines)

2008-2009: not applicable

Estimate 2010-2011: 70 per cent

Target 2012-2013: 100 per cent

External factors

1.115 The Office is expected to achieve its objectives and accomplishments on the assumption that: (a) staff members and members of the Administration will avail themselves of opportunities to resolve workplace disputes through established informal mechanisms; (b) programme managers will observe applicable United Nations regulations and rules regarding the terms and conditions of employment and will apply lessons learned from decisions of the Tribunals; and (c) staff members will avail themselves of electronic means of filing and processing cases irrespective of the fact that they maintain a right to file hard copies of documents.

Table 1.30 **Resource requirements: Office of Administration of Justice**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	8 662.6	9 324.3	35	35
Non-post	4 590.3	3 242.5		
Subtotal	**13 252.9**	**12 566.8**	**35**	**35**
B. Extrabudgetary	46.0			
Total	**13 298.9**	**12 566.8**	**35**	**35**

1.116 The amount of $9,324,300 under posts would provide for the continuation of 35 posts (1 D-2, 1 D-1, 5 P-5, 5 P-4, 8 P-3, 2 P-2, 11 General Service (Other level) and 2 General Service (Local level)). The increase of $661,700 relates to the delayed impact of five new posts (4 P-4 and 1 General Service (Other level)) established effective 1 January 2010 pursuant to General Assembly resolution 64/244.

1.117 Under non-post objects of expenditure, the amount of $3,242,500 relates, inter alia, to compensation for the judges of the Dispute and Appeals Tribunals, consultants, travel of the judges, the members of the Internal Justice Council and the Executive Director and the Principal Registrar of the Office of Administration of Justice, general operating expenses and other operational requirements. The reduction in the amount of $1,347,800 is attributable to one-time provisions for the biennium 2010-2011 related to general temporary assistance to provide support staff to the three ad litem judges of the Dispute Tribunal and compensation to the three ad litem judges for a period of six months until 30 June 2010, in accordance with General Assembly resolution 63/253.

F. Ethics Office

Resource requirements (before recosting): $3,903,400

1.118 In its resolution 60/1, the General Assembly welcomed the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization. It also welcomed, in its resolution 60/254, the establishment of the Ethics Office within the context of the overall Secretariat and management reform initiatives.

1.119 The terms of reference of the Office are set out in the Secretary-General's bulletin on the Ethics Office (ST/SGB/2005/22), which entered into force on 1 January 2006.

1.120 The role of the Ethics Office, as provided in the bulletin, is to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity, as envisaged in the Charter of the United Nations by fostering a culture of ethics, transparency and accountability. The Ethics Office was established as a new office within the United Nations Secretariat reporting directly to the Secretary-General. It does not replace any existing mechanisms available to staff for the reporting of misconduct or the resolution of grievances. The head of the Ethics Office is appointed by and accountable to the Secretary-General in the performance of his or her functions.

1.121 In its resolution 63/250, the General Assembly welcomed the establishment of the United Nations Ethics Committee, whose purpose is to secure the highest standards of ethics and integrity of United Nations staff members and ensure the consistent application of such standards within the United Nations, including its separately administered organs and programmes, in accordance with Article 101, paragraph 3, of the Charter of the United Nations. The terms of reference of the United Nations Ethics Committee are contained in the Secretary-General's bulletin on the United Nations system-wide application of ethics (ST/SGB/2007/11).

1.122 The members of the United Nations Ethics Committee include: the Ethics Office of the Secretariat, UNDP, UNICEF, UNFPA, UNOPS, WFP, UNRWA and UNHCR.

1.123 The main responsibilities of the Ethics Committee are to establish a unified set of ethical standards and policies for the United Nations Secretariat and the separately administered organs and programmes, and to consult on certain important and particularly complex cases and issues having United Nations-wide implications raised by any ethics office or by the Chair of the Ethics Committee. The Chair of the Ethics Committee is the head of the Ethics Office of the United Nations Secretariat.

1.124 Also, in its resolution 63/250, the General Assembly requested the Secretary-General to discuss with the executive heads of the specialized agencies, funds and programmes, within the framework of the United Nations System Chief Executives Board for Coordination, areas of possible cooperation and cost savings on ethics-related matters. Subsequently, in June 2010, the United Nations Ethics Network was established. The Network comprises ethics officers and officials designated to perform ethics functions from the Secretariat, the funds, programmes and specialized agencies, and the Bretton Woods and other international institutions. The head of the Ethics Office of the Secretariat co-chairs the Network.

1.125 The participants of the Network are the members of the United Nations Ethics Committee, the Food and Agriculture Organization of the United Nations, the International Telecommunication Union, the World Health Organization, the Pan American Health Organization, the United Nations Educational, Scientific and Cultural Organization, the Universal Postal Union, the World Meteorological Organization, the International Fund for Agricultural Development, the World Intellectual Property Organization, the Joint United Nations Programme on HIV/AIDS, the World Bank, the International Monetary Fund, the African Development Bank, and the Inter-American Development Bank.

1.126 The Network focuses on creating common ethics standards and sharing knowledge and experience with a view to harmonizing ethics and integrity standards across the United Nations system. The Network is part of a community of practice of United Nations ethics practitioners. Since its establishment in June 2010, the Network has met twice and collaborated on a number of best practice activities, including surveys, training, benchmarking, research, policy contributions and the provision of ethics advice and guidance.

1.127 The Ethics Office provides services to the global Secretariat, including peacekeeping operations, special political missions and the Tribunals, in other words to over 44,134 staff members worldwide (as at 30 June 2010). In addition, the Ethics Office shares information with and provides services to other members of its community of practice. In respect of its advisory and guidance functions, the Ethics Office makes these services available to Member States, private sector entities, academia and others.

1.128 From its establishment in January 2006 to 30 November 2010, the Ethics Office was contacted by 1,978 individuals seeking its services. The Office received 153 requests in 2006, 287 in 2007, 448 in 2008, 434 in 2009 and 412 as of July 2010. The majority of those requests emanated from Headquarters-based entities and the regional commissions. In the period 2012-2013, the Office

intends to embark on an intensive outreach and communications campaign that is expected to raise awareness of the resources available to staff, including those in peacekeeping missions, through the Office.

1.129 The Ethics Office will continue to deliver on its mandated activities of: (a) administering the Organization's financial disclosure programme; (b) discharging its responsibilities under the Organization's policy for protecting staff against retaliation for reporting misconduct and for cooperating in duly authorized audits or investigations; (c) providing confidential advice and guidance to staff on ethical issues (e.g. conflict of interest), including through an ethics helpline; (d) developing standards and training and educational material on ethics issues in collaboration with relevant offices, and ensuring that ethics training sessions are available each year to all staff; and (e) promoting coherence by providing "thought leadership" to members of the Ethics Committee (i.e. ethics offices of the funds and programmes) and to members of the Ethics Network (i.e. staff in ethics offices or who perform those functions in the specialized agencies) to achieve the highest standards of ethics and integrity among United Nations staff members and ensure the consistent application of those standards within the Organization.

1.130 A priority for the Ethics Office will be to enhance compliance with the financial disclosure programme filing deadline.

1.131 The Advisory Committee on Administrative and Budgetary Questions, in its report on the proposed programme budget for the biennium 2010-2011 (A/64/7, para. I.37), expressed its disappointment about the fact that the analysis of the relative advantages and disadvantages of conducting a review in house had been delayed. That analysis, which was undertaken and completed in September 2010 by an external contractor, identified a range of technical alternatives that were available.

1.132 In September 2010, the Secretary-General established a high-level advisory group to review the feasibility study and the current arrangements of the financial disclosure programme, and to develop a set of recommendations concerning the future direction of the programme. The advisory group has finalized its assessment of the arrangements to be made by the financial disclosure programme in the future and the Ethics Office will submit a final report to the Secretary-General, for his review and decision. The Office will include the recommendations of the Secretary-General in its 2011 report to the General Assembly.

1.133 The total number of participants in the financial disclosure programme increased from 1,704 in 2006 to over 4,000 in 2010, and is expected to reach 4,400 in 2011 as a result of a natural growth in the participant base. The upward trend might continue as the Ethics Office considers the recommendations made by the Joint Inspection Unit in its management note on corporate sponsorship, in which the Unit called for the inclusion of officials from the Organization involved in private-sector partnerships.

1.134 The Secretary-General will submit his plan for the renewal of the financial disclosure programme to the General Assembly at its sixty-sixth session. The scope of the programme may be expanded to include potential personal conflicts of interest, in response to the comprehensive report on that topic requested by the General Assembly in its resolution 65/247, and not be limited to conflicts of interest arising from personal investments and assets.

1.135 During the biennium 2012-2013, the Ethics Office will:

(a) Continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency, thereby enhancing trust in and the credibility of the United Nations;

(b) Continue to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter;

(c) Create and execute a three-year communications campaign on ethics and integrity to raise awareness of the services provided by the Office, particularly among field staff;

(d) Continue to develop standards and training and educational material on ethics issues and ensure that ethics training opportunities are provided annually;

(e) Continue to provide confidential ethics advice and guidance, as well as administer the ethics helpline;

(f) Continue to administer the financial disclosure programme;

(g) Continue to provide protection against retaliation for staff who report misconduct or cooperate in duly authorized audits or investigations;

(h) Promote and facilitate coherence, mutual support and harmonization between the Ethics Office, the Ethics Committee and the Ethics Network;

(i) Create and execute a three-year plan for ethics outreach, comprehensive ethics education and a personal conflict of interest framework for the financial disclosure programme.

Table 1.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote and sustain an ethical organizational culture of integrity, accountability and transparency, and ensure that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of staff members to detect ethics issues and apply ethical judgement	(a) (i) Increased number of outreach and training sessions *Performance measures* 2008-2009: 18 sessions Estimate 2010-2011: 100 sessions Target 2012-2013: 130 sessions (ii) Number of ethics enquiries received and resolved *Performance measures* 2008-2009: 718 cases Estimate 2010-2011: 756 cases Target 2012-2013: 795 cases

(b) Effective administration of the financial disclosure programme	(b) Achievement of full compliance rate *Performance measures* 2008-2009: 99 per cent Estimate 2010-2011: 100 per cent Target 2012-2013: 100 per cent
(c) Effective administration of the protection against retaliation policy	(c) Requests for protection against retaliation are evaluated within 45 days *Performance measures* (Percentage evaluated within 45 days) 2008-2009: 50 per cent Estimate 2010-2011: 75 per cent Target 2012-2013: 100 per cent

External factors

1.136 The Ethics Office is expected to achieve its objectives and expected accomplishments on the assumption that: (a) it will receive staff members' financial disclosure statements on time; (b) it will receive complete information from clients who seek protection against retaliation; (c) staff will avail themselves of the training opportunities and services provided by the Office; and (d) members of the Ethics Committee and the Ethics Network will participate in and contribute to scheduled meetings.

Outputs

1.137 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings of the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: annual report to the General Assembly on the activities of the Ethics Office;

(b) Other substantive activities:

(i) Organization and delivery of 130 outreach and training activities;

(ii) Administration of 4,400 statements of financial disclosure or declarations of interest;

(iii) Provision of protection against retaliation in 40 cases involving staff members who have reported misconduct or cooperated in duly authorized audits or investigations;

(iv) Provision of ethics advice and guidance in 795 cases;

(v) Organization and leadership of 20 meetings of the United Nations Ethics Committee and the Ethics Network;

(vi) Conduct of 10 ethical leadership reviews with select senior managers in support of the Secretary-General's compact with his senior managers.

Table 1.32 **Resource requirements: Ethics Office**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	2 524.0	2 524.0	9	9
Non-post	788.6	1 379.4	—	—
Subtotal	**3 312.6**	**3 903.4**	**9**	**9**
B. Other assessed	2 561.5	3 202.2	—	—
Total	**5 874.1**	**7 105.6**	**9**	**9**

1.138 The amount of $2,524,000 under posts would provide for the continued funding of nine posts (1 D-2, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 General Service (Principal level) and 2 General Service (Other level)), as reflected in table 1.32.

1.139 Under non-post objects of expenditure, the amount of $1,379,400 relates, inter alia, to general temporary assistance, overtime, consultants, travel of staff, contractual services and other operational costs. The increase of $590,800 is attributable mainly to an increase in the regular budget share of the Secretariat for the review of financial disclosure statements by independent financial experts.

1.140 Resources funded from the support account for peacekeeping operations would allow the Ethics Office to continue to provide support to staff in the field to achieve a planned compliance rate.

G. Rule of Law Unit

Resource requirements (before recosting): $1,637,700

1.141 The overall purpose of the Unit is to support system-wide coordination, coherence and quality of the rule of law activities of the United Nations. The Rule of Law Unit supports the Rule of Law Coordination and Resource Group (consisting of the Department of Political Affairs, the Department of Peacekeeping Operations, the Office of Legal Affairs, OHCHR, UNDP, UNICEF, UNHCR, the United Nations Entity for Gender Equality and the Empowerment of Women and the United Nations Office on Drugs and Crime) and the Deputy Secretary-General, who is the Chair of the Group, in carrying out and implementing the tasks set out in the report of the Secretary-General on enhancing United Nations support for the rule of law (A/61/636-S/2006/980 and Corr.1). To this end, the substantive support functions of the Unit fall into three broad areas of activity: (a) ensuring coordination and coherence among the United Nations departments, agencies, funds and programmes engaged in rule of law activities; (b) developing system-wide strategies and providing policy direction and guidance with regard to the Organization's activities for promoting the rule of law; and (c) enhancing partnerships between the United Nations and the many other actors engaged in rule of law activities.

1.142 The Unit strengthens the ability of the United Nations system to collectively address rule of law issues in the most strategic, efficient and effective manner possible. It assists in streamlining the work of various United Nations departments, agencies, funds and programmes at the global level by establishing mechanisms that minimize duplication and promote synergy in the development of policy and guidance materials, as well as the implementation of training and other global activities.

Once greater coherence in the Organization's rule of law activities has been achieved, the Unit will be in a position to assist the Rule of Law Coordination and Resource Group to pool and maximize the effectiveness of resources, which will result in significant overall efficiency in the United Nations work in the area of rule of law.

1.143 At the request of the General Assembly, the Secretary-General has, since 2008, submitted annual reports on strengthening and coordinating United Nations rule of law activities (A/63/226, A/64/298 and A/65/318). The reports focus in particular on the work of the Resource Group and the Rule of Law Unit, and on the improvement of the coordination, coherence and effectiveness of rule of law activities. The Unit takes a strategic and results-based approach to this end, facilitating the development and implementation of a joint strategic plan for the Group that includes specific objectives, outputs and activities to enhance overall efficiency and coordination in United Nations rule of law activities. The Unit also provides support to the secretariat of the Group, including to the Deputy Secretary-General in her role as Chair of the Group, and to the implementation of decisions made by the Group at the principal level. The Unit has been given the responsibility of drafting the annual reports of the Secretary-General on United Nations rule of law activities, which provide a comprehensive overview of the assistance provided by the Organization on the rule of law at the national and international levels.

1.144 The Unit also aims to capture the wealth of experience and knowledge gained in the past 20 years across the United Nations system and assists the Organization in applying lessons learned. The Unit maintains a rule of law website and document repository, available in the six official languages of the United Nations, which provide entities of the United Nations system, Member States and partners with access to information on the activities of the key United Nations entities working on the rule of law and to a compilation of all the relevant United Nations policies, tools and guidance. The Unit supports a regular mechanism to ensure coordination in the planning and development of all United Nations policy and guidance on rule of law issues, as well as to provide for United Nations system-wide endorsement of the tools and other materials that reflect the best practices of the Organization. The Unit drafts and coordinates the development of the highest level of policy direction for the Organization on the rule of law.

1.145 The implementation of the programme helps to ensure that the United Nations assists national stakeholders in developing national strategies, priorities and plans that will inform the development of joint United Nations rule of law programmes with clear implementation arrangements, including for the roles and responsibilities of the various United Nations departments, agencies, funds and programmes. Since the Unit was established, there has been a significant increase in joint programming and joint activities on the rule of law by the key United Nations entities, which is maximizing comparative advantages and minimizing duplication in the assistance provided to Member States. The Unit facilitates workshops for national experts and leaders to provide insights on the effectiveness of rule of law assistance and to allow workshop participants to share their perspectives on ways to improve the implementation of assistance. The Unit also facilitates a series of dialogues among experts for Member States on key rule of law challenges facing the Organization, in line with the request of the General Assembly.

1.146 The Unit supports the Rule of Law Coordination and Resource Group in acting as a resource for the Peacebuilding Commission and the Peacebuilding Support Office on rule of law issues, as well as in responding to rule of law issues on the agenda of the Security Council, as requested by the Council. The Unit serves as a convening mechanism for United Nations constitutional assistance issues, capable of drawing on existing resources from within and outside the United Nations system, as well as mobilizing and coordinating the provision of appropriate expertise and resources to support constitution-making processes when requested to by national and transitional authorities. On behalf of the Group, the Unit develops and maintains partnerships with Member

States, regional and other multilateral organizations, such as the World Bank and the Organization for Economic Cooperation and Development, and civil society organizations. These partnerships seek to build on the comparative advantages of all stakeholders and strengthen the capacity of the United Nations to provide rule of law assistance to States in a coordinated and mutually reinforcing manner with other assistance providers.

1.147 In its resolution 61/39, on the rule of law at the national and international levels, the General Assembly urged the Secretary-General to submit a report on the establishment of a rule of law assistance unit within the Secretariat, in conformity with paragraph 134 (e) of the 2005 World Summit Outcome. In that report, entitled "Uniting our strengths: Enhancing United Nations support for the rule of law", the Secretary-General informed the General Assembly of his decision to create the Rule of Law Coordination and Resource Group, consisting of the key United Nations departments, agencies, funds and programmes, to be chaired by the Deputy Secretary-General and supported by a small substantive unit (A/61/636-S/2006/980 and Corr.1, paras. 48 and 49). It was originally envisaged that the Unit would be composed of up to four Professional staff, to be seconded from key United Nations actors (1 D-2 and 1 P-3 from UNDP, 1 P-4 from the Department of Peacekeeping Operations and 1 P-5 from the Office of Legal Affairs). The establishment of those new arrangements stemmed from the recognition that over 40 United Nations entities were engaged in rule of law activities, and that the Organization brought together a unique wealth of expertise and resources on rule of law issues that must be better coordinated. The goal was to improve the effectiveness of the United Nations in delivering its mandates and responding to emerging challenges in the field of rule of law.

1.148 In its resolution 62/70, the General Assembly expressed its support for the establishment of the Group, supported by the Rule of Law Unit in the Executive Office of the Secretary-General, under the leadership of the Deputy Secretary-General, and requested the Secretary-General to provide details on the staffing and other requirements for the Unit without delay to the Assembly for its consideration during the sixty-second session. During 2007, it became clear that the initial ad hoc secondment arrangements could not be sustained in the long term and that four posts would not be sufficient for the effective functioning of the Unit. Accordingly, the Secretary-General submitted a report to the Assembly on revised estimates relating to the programme budget for the biennium 2008-2009 requesting the establishment of seven posts (1 D-2, 1 P-5, 2 P-4, 1 P-3 and 2 General Service (Other level)) for the Rule of Law Unit (A/63/154, para. 16). In its resolution 63/263, the Assembly decided to establish four posts (1 P-5, 2 P-4 and 1 P-3) for the Rule of Law Unit, effective 1 January 2009, and requested the Secretary-General to ensure that the Director of the Unit would continue to be provided, for 2009, through secondment. In the same resolution, the Assembly decided to revert to the issue of the Director of the Unit in the context of the proposed programme budget for the biennium 2010-2011. The secondment arrangement for the post of the Director came to an end in June 2009. The extended absence of a director for the Unit has had a significant impact on the effectiveness of the rule of law coordination function, including the Unit's ability to interact with officials at the most senior policy level within the Organization and with Member States. Consequently, the Secretary-General decided that a temporary post at the D-1 level would be made available to the Unit from existing resources and maintained for the remainder of the biennium 2010-2011, until a new post at the D-1 level could be proposed for the Unit for the biennium 2012-2013. While the Secretary-General considers that an optimum configuration for the Unit would require a new post at the D-1 level to head the Rule of Law Unit for the biennium 2012-2013, he is mindful of the need to exercise budgetary restraint at this time. Therefore, it is proposed that the P-5 post currently within the Unit be reclassified to the D-1 level in view of the significant managerial and representational functions required of the position, both within the Organization and externally, with Member States and others dealing with in the rule of law.

I.149 In its resolution 65/32, the General Assembly stressed the need to provide the Rule of Law Unit with the necessary funding and staff in order to enable it to carry out its tasks in an effective and sustainable manner, and has urged the Secretary-General and Member States to continue to support the functioning of the Unit.

Table I.33 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support the overall coordination and coherence of rule of law activities of the United Nations system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased coordination, coherence, quality and synergy in the rule of law activities of entities of the United Nations system	(a) (i) Increased number of meetings of the Rule of Law Coordination and Resource Group at the expert and principal levels *Performance measures* 2008-2009: 23 meetings Estimate 2010-2011: 27 meetings Target 2012-2013: 28 meetings (ii) Implementation of decisions of the Rule of Law Coordination and Resource Group leading to improved delivery and implementation of rule of law in support of Member States *Performance measures* 2008-2009: 12 decisions Estimate 2010-2011: 14 decisions Target 2012-2013: 18 decisions (iii) Identification of gaps in capacity and measures to fill such gaps with a view to improving the delivery of rule of law support to Member States *Performance measures* 2008-2009: Not applicable Estimate 2010-2011: 4 gaps Target 2012-2013: 8 gaps

	(iv) Establishment of coherent and integrated joint rule of law programmes in support of national strategies, priorities and plans in pilot countries *Performance measures* 2008-2009: 1 joint programme Estimate 2010-2011: 6 joint programme Target 2012-2013: 10 joint programme (v) Improved integration of rule of law considerations into all relevant aspects of United Nations activities *Performance measures* 2008-2009: 9 activities Estimate 2010-2011: 12 activities Target 2012-2013: 12 activities
(b) Strengthened United Nations system-wide strategy, policy direction and guidance on the rule of law	(b) (i) Establishment and operation of a mechanism of the Rule of Law Coordination and Resource Group for ensuring coordinated policy and guidance *Performance measures* 2008-2009: 4 guidance notes issued Estimate 2010-2011: 7 guidance notes issued Target 2012-2013: 7 guidance notes issued (ii) Development and timely implementation of new joint strategic plans of the Rule of Law Coordination and Resource Group for the period 2012-2014 *Performance measures* 2008-2009: 10 plans Estimate 2010-2011: 25 plans Target 2012-2013: 25 plans

	(iii) United Nations staff are trained and better able to apply a uniform rule of law approach *Performance measures* (Number of training courses) 2008-2009: Not applicable Estimate 2010-2011: 2 training courses Target 2012-2013: 2 training courses (iv) Maintenance, development and enhanced awareness of the system-wide rule of law policy and guidance accessible to all staff through a website and an electronic repository *Performance measures* 2008-2009: 250 guidance notes Estimate 2010-2011: 950 guidance notes Target 2012-2013: 1,050 guidance notes
(c) Enhanced partnerships within the United Nations system and with external actors on rule of law assistance	(c) (i) Mechanism to promote policy coherence and coordination among United Nations entities, bilateral donors and other international organizations active in the rule of law field is further enhanced *Performance measures* 2008-2009: 70 partners engaged Estimate 2010-2011: 90 partners engaged Target 2012-2013: 100 partners engaged (ii) Increased consultations among members of the Rule of Law Coordination and Resource Group and external partners and concerted action on cross-cutting issues of concern *Performance measures* (Number of consultations on cross-cutting issues) 2008-2009: 4 consultations Estimate 2010-2011: 8 consultations Target 2012-2013: 10 consultations

External factors

1.150 The Unit is expected to achieve its objectives and expected accomplishments on the assumption that: (a) participating United Nations entities will remain committed to the work of the Rule of Law Coordination and Resource Group, cooperate with one another and allocate sufficient human resources to ensure reliable and expert contributions to the implementation of the tasks of the Group; (b) external partners, such as Member States, bilateral donors, national stakeholders in countries receiving rule of law assistance, civil society actors and other relevant national and international organizations, will engage consistently and substantively with the United Nations in efforts to improve the effectiveness of and support for rule of law activities; and (c) the flow of voluntary contributions will continue.

Outputs

1.151 During the biennium 2012-2013, the following outputs will be delivered:

(a) Parliamentary documentation:

(i) Annual reports of the Secretary-General to the General Assembly on United Nations rule of law activities;

(ii) Report of the Secretary-General to the Security Council on United Nations rule of law activities, as required;

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Briefings to the General Assembly (2 per year) and other consultations with Member States resulting in consolidated support for the rule of law agenda;

(ii) Research, studies, policy papers, guidance notes of the Secretary-General, and seminar and conference reports;

(iii) Maintenance of a website and electronic repository for United Nations system rule of law materials;

(iv) Organization of meetings of the Rule of Law Coordination and Resource Group, at the expert level (10 per year) and the principal level (4 per year), and of annual forums for all United Nations entities engaged in rule of law activities;

(v) Provision of policy support and advocacy on issues relating to the rule of law to Secretariat staff, including the Peacebuilding Support Office, and to intergovernmental bodies, such as the Peacebuilding Commission and the Security Council, as required;

(vi) Creation of a broad coalition of support among Member States, non-governmental organizations and other civil society groups on issues relating to the rule of law;

(vii) Special events, meetings and conferences with entities of the United Nations system, Member States, bilateral donors, civil society organizations, other international organizations and countries that receive rule of law assistance;

(viii) Acting as a focal point for United Nations constitutional assistance issues;

(ix) Field visits to support coherent and integrated rule of law joint programmes in support of national strategies, priorities and plans;

(x) Retreats and workshops for field offices with a view to providing greater support to those offices and drawing on experience gained in field-level coordination;

(xi) Coordination of system-wide training on rule of law issues;

(xii) Support to United Nations entities to maximize and enhance resources for rule of law activities;

(xiii) Development of a mechanism to analyse and assess national needs with regard to the rule of law and to demonstrate the effectiveness of rule of law activities;

(xiv) Advance the establishment of mechanisms or support functions to increase deployable capacities;

(xv) Development and implementation of the new joint strategic plan of the Rule of Law Coordination and Resource Group for 2012-2013.

Table 1.34 **Resource requirements: Rule of Law Unit**

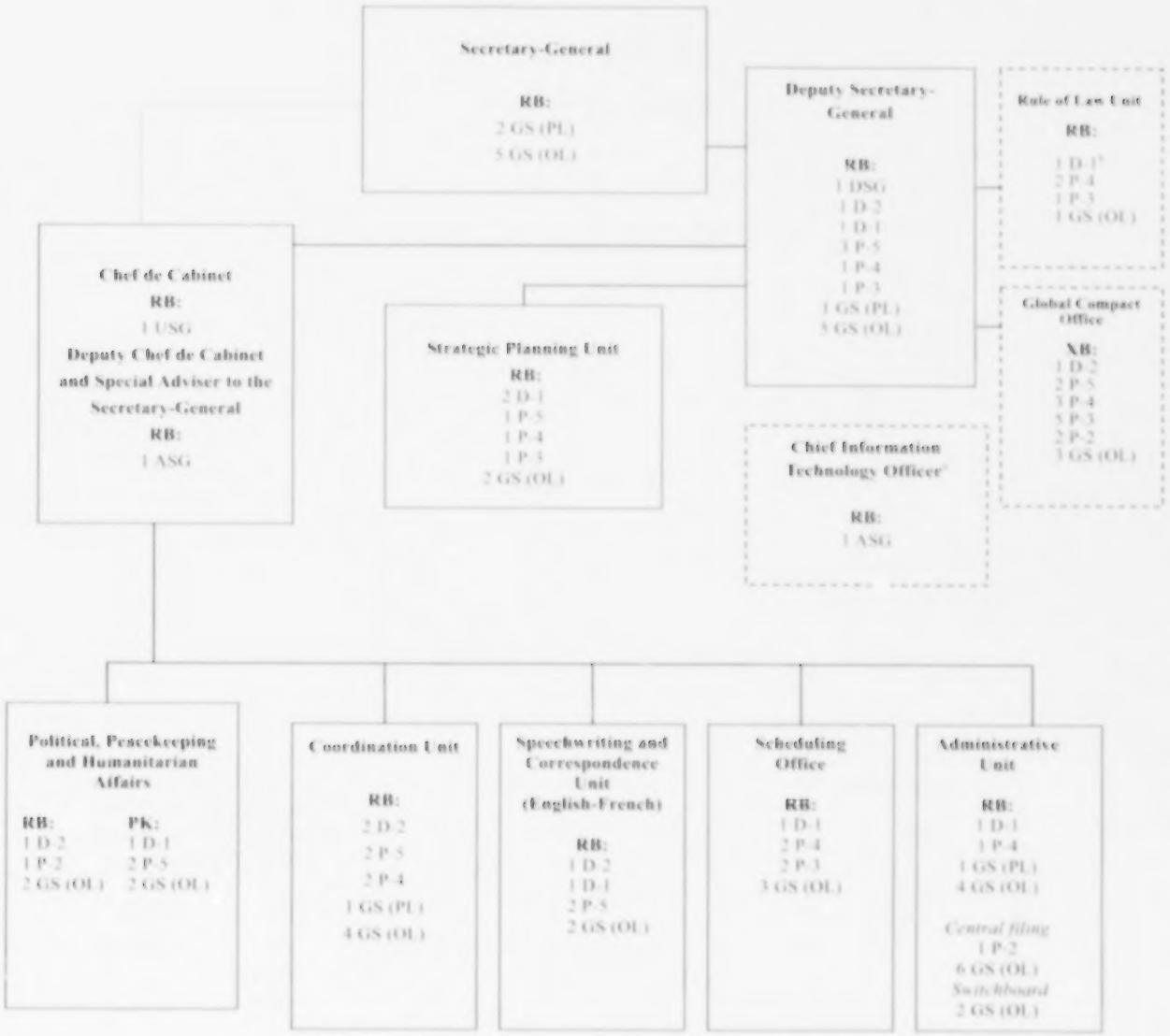
	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	1 471.4	1 574.3	5	5
Non-post	63.4	63.4		
Subtotal	**1 534.8**	**1 637.7**	**5**	**5**
B. Extrabudgetary	842.1	746.5		
Total	**2 376.9**	**2 384.2**	**5**	**5**

1.152 The amount of $1,574,300 would provide for the funding of five posts (1 D-1, 2 P-4, 1 P-3 and 1 General Service (Other level)). The increased requirements of $102,900 relate to: (a) the delayed impact of the establishment of a new General Service (Other level) post effective 1 January 2010 in the context of General Assembly resolution 64/244 on the proposed programme budget for the biennium 2010-2011; and (b) the proposed reclassification of the P-5 post currently within the Unit to the D-1 level, whose incumbent will head the Unit.

1.153 Under non-post objects of expenditure, the amount of $63,400 relates, inter alia, to travel of the staff, general operating expenses and other operational requirements.

1.154 Extrabudgetary resources would complement the resources of the Unit in support of activities that would enhance United Nations system coherence and coordination in the area of rule of law.

Office of the Secretary-General
Organizational structure and post distribution for the biennium 2012-2013

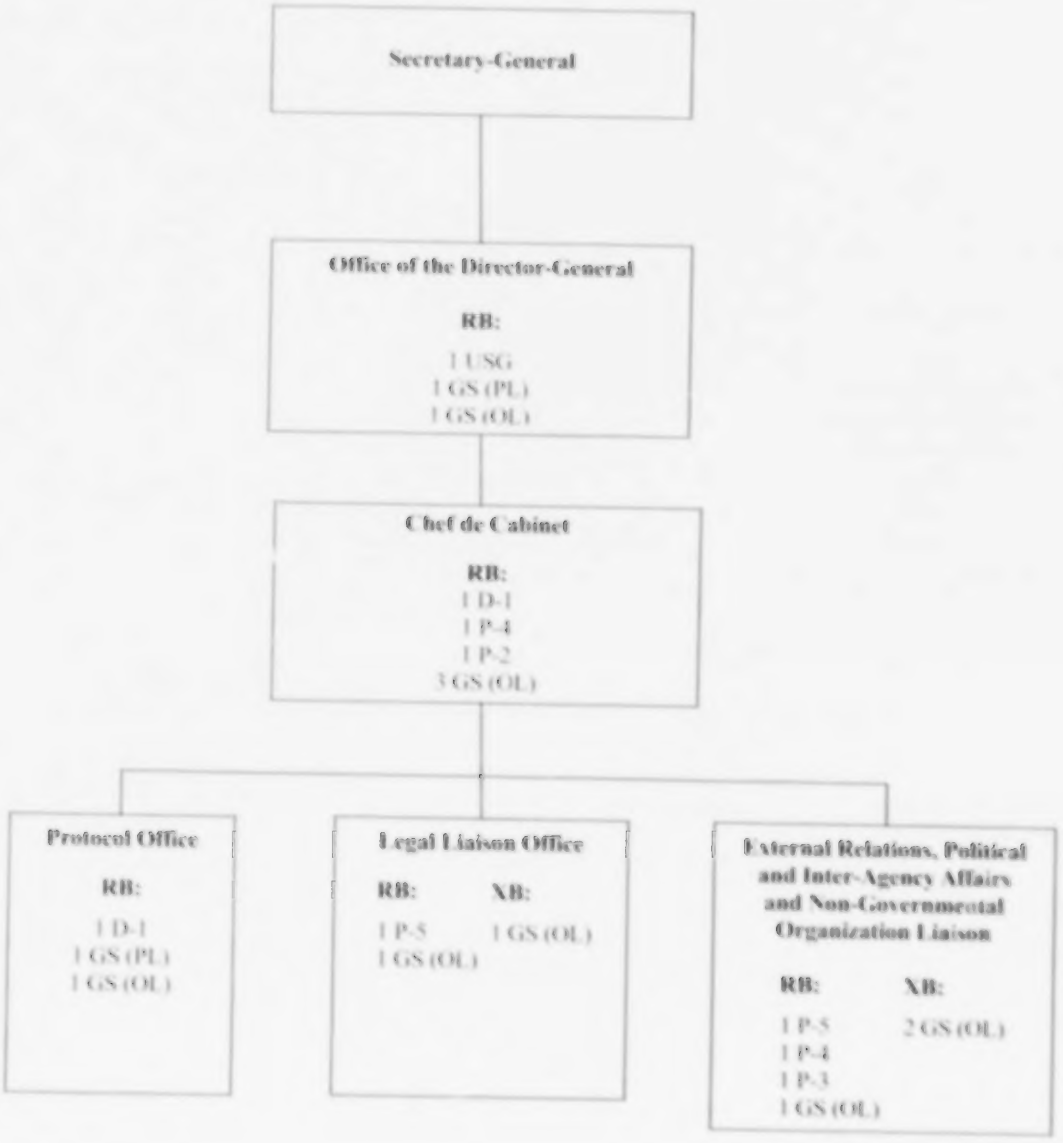


Abbreviations: DSG, Deputy Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; PK, support account for peacekeeping operations; XB, extrabudgetary.

[a] See General Assembly resolution 63/262.

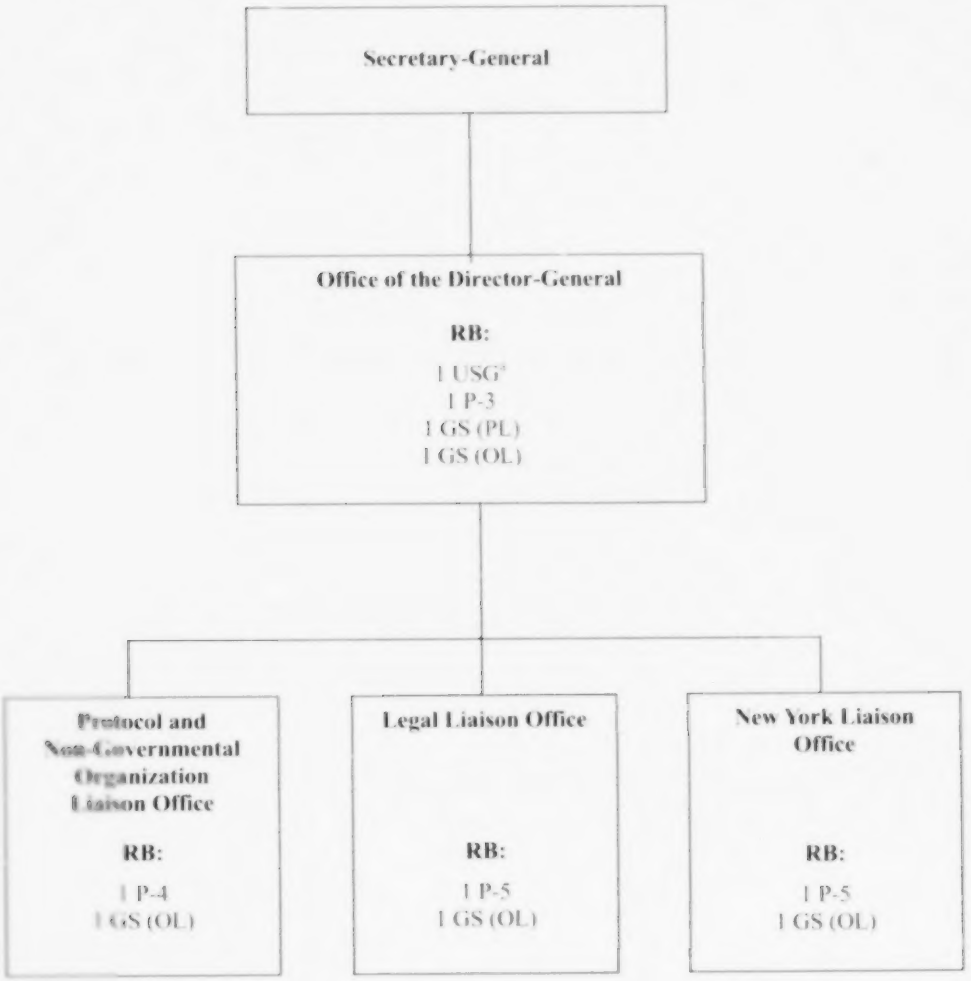
[b] Post proposed for reclassification from P-5 to D-1.

Office of the Director-General, United Nations Office at Geneva
Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level; RB, regular budget; XB, extrabudgetary.

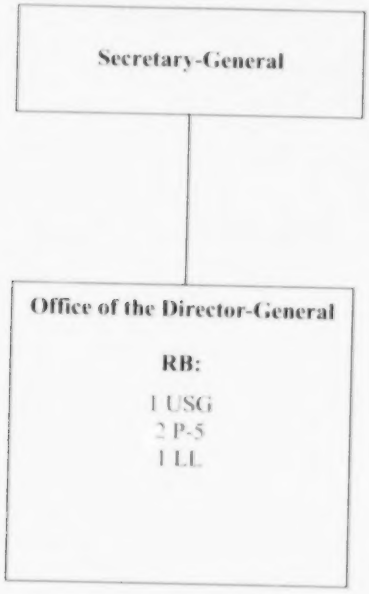
Office of the Director-General, United Nations Office at Vienna
Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level; RB, regular budget.

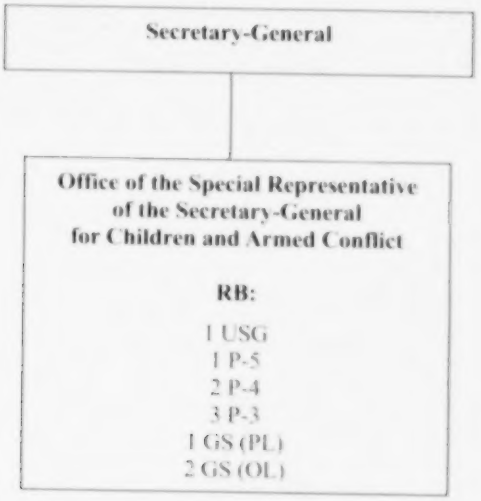
[a] Funded under section 16, International drug control, crime and terrorism prevention and criminal justice.

Office of the Director-General, United Nations Office at Nairobi
Organizational structure and post distribution for the biennium 2012-2013



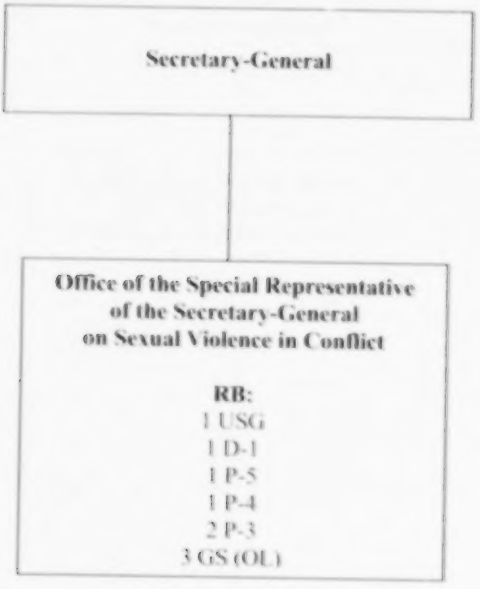
Abbreviations: USG, Under-Secretary-General; LL, Local level; RB, regular budget.

Office of the Special Representative of the Secretary-General for Children and Armed Conflict
Organizational structure and post distribution for the biennium 2012-2013



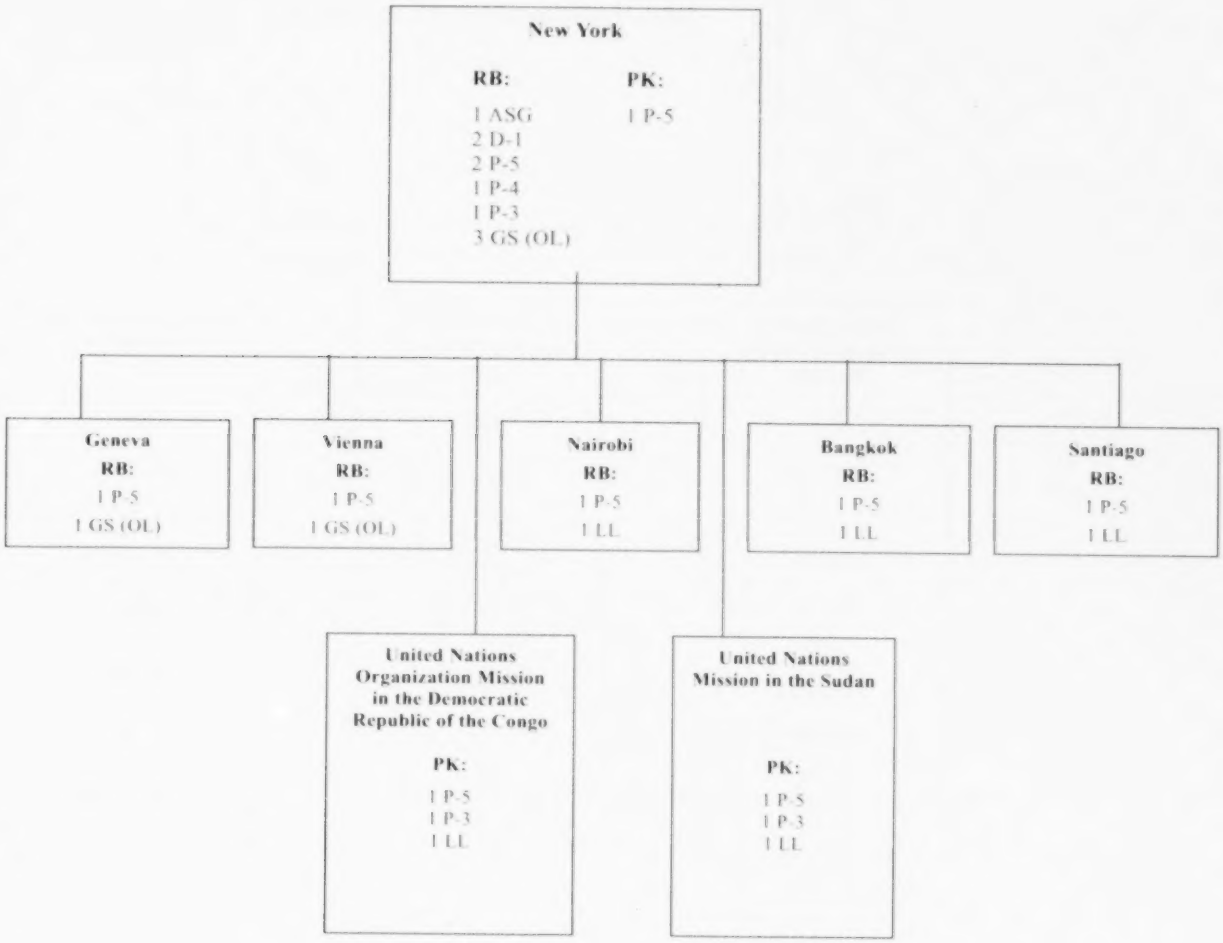
Abbreviations: USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level; RB, regular budget.

Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
Organizational structure and post distribution for the biennium 2012-2013



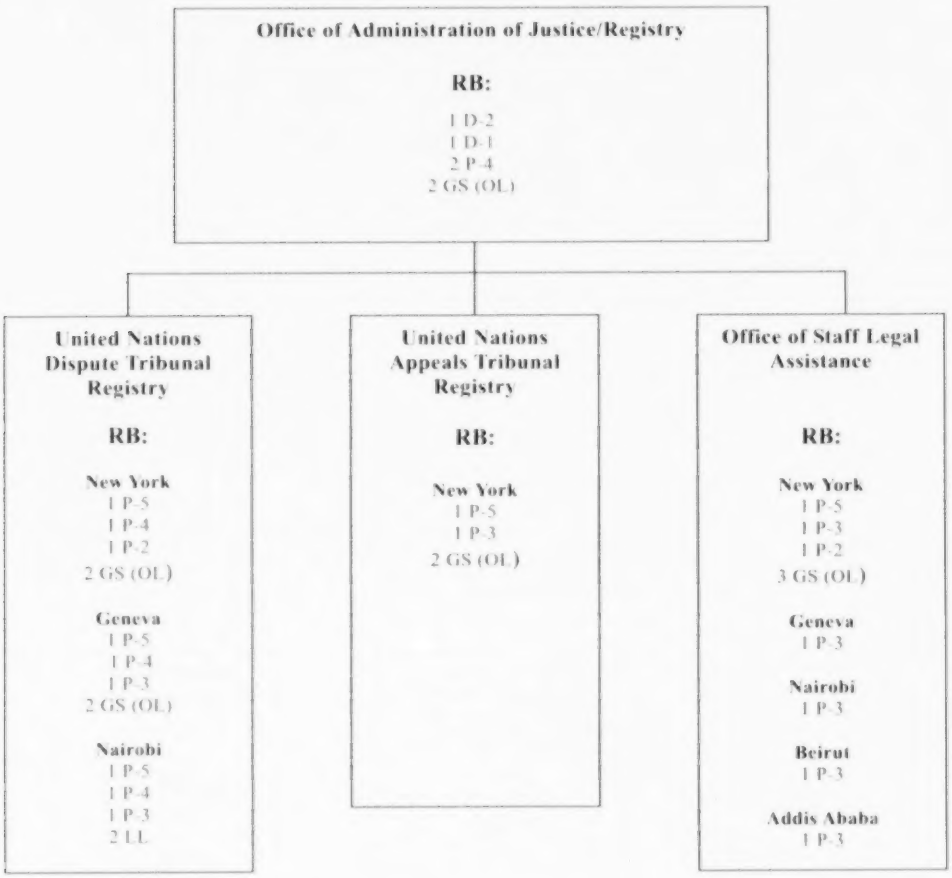
Abbreviations: USG, Under-Secretary-General; GS, General Service; OL, Other level; RB, regular budget.

Office of the Ombudsman and Mediation Services
Organizational structure and post distribution for the biennium 2012-2013



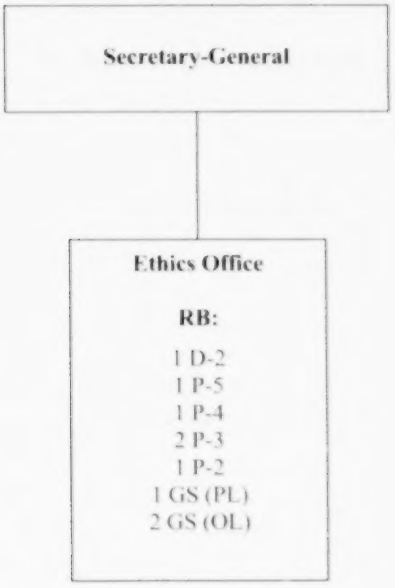
Abbreviations: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; LL, Local level; RB, regular budget; PK, support account for peacekeeping operations.

Office of Administration of Justice
Organizational structure and post distribution for the biennium 2012-2013



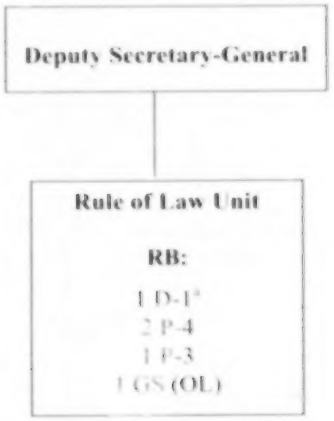
Abbreviations: GS, General Service; OL, Other level; LL, Local level; RB, regular budget.

Ethics Office
Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: GS, General Service; OL, Other level; PL, Principal level; RB, regular budget.

Rule of Law Unit
Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: GS, General Service; OL, Other level; RB, regular budget.

[a] Reclassification.